

DIARY OF A RESOURCE PERSON PARTICIPANT AT THE ORGANISATION  
WORKSHOP HELD AT MUNGUINE, MAPUTO PROVINCE, MOZAMBIQUE,  
JANUARY 1994

What follows is the diary as it was written day by day, only grammatical corrections having been made. Footnotes by Ivan Labra

From the Participatory Ecological Land Use Management (PELUM) Association.

8/01/95

This could count as the 1st day for me in this Organisation Workshop. It is with a feeling of trepidation that I go into this "sociological experiment", which is how the Labras refer to the workshop. I started off quite disorganised myself. Coming out of 3 weeks "off", I've spent the last 2 days ticking off items on a list, preparing everything - a large amount of luggage with virtually no clothes: seeds, slides, books and various papers as an attempt to try and make sure I am prepared for all eventualities. The flight from Harare to Beira was my first time to fly east out of Harare - a direction I am very familiar with on the ground. Lots of bare ground indicating lost crops from the November/December dry spell. The Mozambique border stands out clearly - no timber forests, nor people. It really appears as a lightly populated country - densely populated patches.

What questions in my head as I go into this unknown place and an unknown procedure. "Where will I fit in?" "How effective is this method?" "Will we be able to make use of it as an approach - or at least aspects of it?" "Will there be conflict with the Labras over methods I use?"

"How much will I miss my family?"

"Will ways to proceed come clear as time goes by?"

"How hot will it be?"

"What are the climatic conditions at Munguine?"

What coincidences on the aeroplane. First, I sat next to Prof Muphree's son (don't remember his first name) - he works for IUCN - knows Joe Matowanyika of course. Then at Beira, Harare passengers were all pushed together and I had to cram into a middle seat and was next to Peter Fry, an Englishman living in Brazil, who used to work for Ford Foundation (in charge) in Harare. Many times I was due to meet him but I didn't - he the same. We chatted for quite a while before exchanging names. He said his time in Harare (4 years) was amongst the unhappiest of his life - he found it difficult getting through to people: much preferred Mozambique. I really liked him and hope that he stays in contact. He didn't seem at all like someone who has been a big-shot in Ford.

Dona Catarina was there to meet me at Maputo airport, welcoming and friendly. Peter and I travelled with her in a taxi she had organised (a pricey one 125 000 metacais = Z\$170). At least I only had to pay half - \$85.00. I have a large, grand room in Dona Catarina's house - I don't know what Richard meant about "a bit of a dive". Maybe he didn't stay here. The mosquitoes are already biting despite the gauze. It is intensely hot - I'm sweating profusely as I write. The lights are flickering on and off. Like anywhere the dogs are barking

everywhere. It's funny how newcomers always notice the dogs. I'm waiting for a fish supper that Dona Catarina has offered to cook.

This room really is hot. I wish a breeze would move through. The Loquat tree outside (I'm a little surprised to see a loquat in so hot a place - maybe that's what they like) is waving in a breeze which doesn't reach this room. I had a couple of Mozambican beers on the plane - very tasty and quite strong. They help the sweating.

9/01/95

We're on our way to Munguine, loaded with cokes, notebooks and chalk. An agricultural technician has joined us - very austere looking, tall - not the person the Labras met, that person's junior. I wonder what the hell he thinks of me, non-Portuguese speaking and from outside.

I've just seen a street lined on both sides with Pod Mahogany (*Azelia quanzensis*) - I thought they were Musasa at first until I saw the pods. They must have been planted a long time ago.

Leah Buenaventura, who works one day/week for Terre des Hommes Germany (tdh)<sup>1</sup>, picked me up. The agricultural technician with her speaks a little English - we managed to chat once we arrived at Munguine. Most of his experience has been on large Government farms - sugar cane and citrus. I got along well enough with him but worry about his possible approach. Still, it's better him than no-one. After picking up cokes and note-pads from the Uniao Geral das Cooperativas Agro-pecuarias we set off for Munguine. It took 1 and a half - 2 hours, mostly on good tar with the last stretch on beach sand along the ridge overlooking the Nkomati flats.

On the way to Munguine, the most common agricultural tree is Cashew with some Mango here and there. There was a long stretch of scrub growth - must be something to do with the soil there. I also noticed one place where it looked like pod mahogany had been planted. Also stretches where Mukwa was quite common, growing wild. Also Marula seems quite common.

Long stretches of no people but that may be like Zimbabwe where infrastructure goes through commercial or former commercial areas. Near Munguine I was surprised to see Granadilla growing quite well and also hedges of *Jatropha*. One or two *Kigelia africana* (sausage tree), most of the maize growing seemed to be struggling, windswept and wilting. Francisco (the agriculturist) reckons that Maputo region is a poor one for agriculture but good for livestock. Lots of coconuts near Maputo but only odd ones from there on. There are one or two here at Munguine.

When we arrived - about 10.30 - the Labras had not yet arrived -they came half an hour later. They had left (Zimbabwe by road) on the 7th and not the 6th and are obviously weary from their journey. Lots of singing and dancing - one dance very like the Muchongoyo.

Then Ivan made his speech, translated. I found I could understand quite a lot. He began quite dramatically saying that this workshop will be a historical one in Mozambique. It is about a

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<sup>1</sup> A Non Government Organisation that sponsored the OW

kind of democracy in which everyone can participate. In order for this deeply felt democracy to work there must be good organisation - if not organised cannot learn anything. When organised, there will be the means of production available but... "perde paga". If you lose anything, you pay (there was laughter at this and Ivan told me later that he felt this showed acceptance for the workshop).

Ivan also said that anyone who wants to leave should do so, some more laughter. Anyone found drunk would be expelled. There were some beers for guests at lunch - I had a coke!

Representatives from government had come, they left straight after lunch. Ivan is a good presenter. He has such a warm laugh which he brings in from time to time - (Cephas Muropa has unfortunately not come - apparently the Board said there was too much work for him to be away). The Labras speak very highly of his ability in directing an OW - they see him as a Southern African expert - apparently 15-20 others have also had some training.

Ivan finished his speech by saying that the enterprise of the organisers<sup>2</sup> would now leave the enterprise of the participants to get themselves organised and from that moment on the organisers would only deal with representatives and not individuals. We then all walked out and left the participants.

Ivan told me later that Leah had gone back to further explain what Ivan had said, because she felt the translation had not been clear enough. Ivan was upset that she had interfered in the process<sup>3</sup>. Americo Homwana, the old leader of the community, is part of the enterprise of the organisers so that he doesn't dominate the participants. He tried to appoint someone from the participants to explain - in effect appointing his successor. Ivan vetoed this, saying again that this was interfering with the process.

Half-way through the process it started raining (it never rains in January!) and we moved into a shed to finish. When we arrived at the shed Celina, the person in the organisers in charge of culture, started singing. Ivan politely interrupted and continued his speech - again not wanting to disrupt the process.

At this time (4pm) the participants have just come for lunch. I wonder how their deliberations have gone. Are they getting organised? When Ivan was giving his speech he said that there would be 2 hours of lectures each day on the Theory of Organisation. The translator had difficulty explaining this. A couple of questions came up to Ivan. He responded but obviously did not want to dwell on questions. I must say it is quite impressive to have so many people participating. Workshops of 20 suddenly seem so small.

More wind and rain but we have managed to get our tents up. The Labras have lent me a small domed one (bought from Feredays in Harare).

My trepidation is waning as things become more real. It's very different to what I imagined.

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<sup>2</sup> Later changed to "Facilitators Enterprise" to stress the fact that the OW embraces autonomous learning.

<sup>3</sup> Officers find it difficult to let go and abstain from issuing commands to grassroots groups. This is a classic example of something that *must never* be done.

It had to be. Richard Librock's report is very useful but he couldn't capture the size of the irrigation set-up. I look forward to some exploratory walking.

Later: Just returned from a walk down to the Nkomati River. I reached the spot where Richard took photos. It poured with rain and I became completely soaked. Participants are wandering off home for the night. Some are still singing and dancing. There's definitely a festive air. I'm going to have to jump start myself out of the holiday mode. It was a great luxury to have 3 weeks off, reading, gardening, playing with the kids.

I really do worry about whether I can give the kind of input, to the value for which I am being paid. The more I think about it, the more I feel that my whole input has to follow something like the Participatory Rural Appraisal (PRA) approach. I just hope the Labras are not going to object. Otherwise we'll get into conflict.

The soil down on the Nkomati flats really does look rich. I spotted some maize streak virus and something that looked like cassava mosaic virus. The reeds look to be the equivalent of star grass at Fambidzanai Training Centre, impossible to get rid of.

The person who was going to come in as the translator (English to Ronga) has not arrived. Her child is sick. Without that person it's going to be very difficult for me. I should have brought a small radio, it would have been good to tune into the BBC each day and stay up-to-date with the news, although it is perhaps just as good being oblivious of the news!

I was a little surprised this evening when I asked the Labras what was being organised for meals in the evening and they said that the enterprise of the organisers had to organise themselves - they had brought everything with them and were a little surprised that I hadn't brought anything with me. Little did I know ..... Anyway they invited me to join them and we had a good super together. We don't know what the other members of the enterprise of organisers have done as we didn't have a chance to meet us a whole group.

We will do so at 8.30 tomorrow morning. Apparently the enterprise of participants have (s)elected representatives and tomorrow morning will choose committees and get ready to start doing things. The Labras predict that it will be a very vertical structure and that when the person in charge is not with a group they won't bother to work. It will be like that for a week or so until the person in charge "gets mad" and then they will change the system.

The lectures on the Theory of Organisation will have been hinting at what to do. But the Labras will not interfere with the organisational process here. They say that the people must go through it themselves and work it out for themselves. They say that the way each workshop goes is predictable. They used to be amazed at this when they first ran these Organisation Workshops.

10/1/95

First night in my tent, quite a good night but waking up each time I rolled over, just a question of getting used to it. Looking out at the beach sand outside it feels that the sea

should be very near for a quick dip. Unfortunately, it's a long way off. Yesterday evening I had a short conversation with Francisco, the translator, who described a problem they are having with maize down on the flats (not on the sandy soil up here) which sounds very like stalk borer - the centre is eaten out and the maize falls over - but he said there were no holes in the leaves - or that's what I understood, we'll see.

I hope the Labras and I are going to have a chance to discuss whether we, PELUM, can take up the OW. How protective are they? How will they react when I make that suggestion? A fly has sneaked into my sealed tent somehow - much faster than Zimbabwean flies, I haven't been able to nab it.

I got the fly at last - about the 11th attempt which is bad for a one-time expert fly-catcher. This is all a lesson for me about getting prepared for "training in the field". It feels good to be out in the field again. I'm not sure how we are going to combine things in PELUM so that all the staff are continuously getting the field experience. It is important.

The Labras certainly appear to be very committed people. I am very sorry Cephas was not able to come. I was looking forward to getting to know him. It's 8.20 and my max/min is showing 26 degrees Celsius - getting warmer fast. Went down to 20 degrees Celsius last night- nice and cool.

We are just about to have our first "Enterprise of Organisers" meeting - at 8.30. I must do a lot more on my Portuguese vocabulary. The first vehicle of the day has gone past - a large army truck packed with people.

Outside a healthy looking Jack Russel is sniffing around - Jack Russel blood anyway. Just got another fly - getting better.

I've got my tent all set up. Various little piles all around me and getting to know where is what. My organisational skills are going from strength to strength! I have a feeling I will be doing a lot of writing while I'm here - as soon as I pick my pen, words are flowing. I hope the Zimbabwe-produced Parker refills flow as smoothly as this imported one.

My tent is set under a cashew - they do provide a good deep shade. Outside huddles of participants are starting to gather. They are due to meet at 9.00 am to continue setting themselves up. Ivan said yesterday that there are 2 very important criteria for the "Enterprise of participants" to function well:

- 1) Recognition of the importance of the division of labour and
- 2) Drawing up task lists.

I have been reading the "North Africa" developed PRA manual. It is very well laid out. I think we could develop manuals along those lines for various courses and trainers. My only worry is that it does too much and does not develop the trainers' capacity enough. But there is the issue that when one is new to training in a particular field it is very useful to have something to refer to. From there one can innovate.

I like Marguerida. She's the accounts person - spent 4 years in Germany - a cheerful, bouncy sort of person.

I wonder if my things are going to be safe in this tent. I didn't want to zip everything up. It'll get boiling.

Enthusiasm is such a key factor in these kinds of events. I feel mine beginning to light and with it the possibilities seem possible.

I've just had a discussion with the Labras about intervention. It started with me asking if it was alright to take photographs. Ivan responded that he felt there were misunderstandings about the issue of non-intervention: Ursula<sup>4</sup> for example had felt that she couldn't come because the Labras said they did not want visitors. They said this was wrong, she was welcome. What they don't want is someone intervening and then withdrawing as Leah did yesterday in trying to help the translator and nearly ending up choosing a leadership. In the same way taking photographs is fine - behave normally they emphasise.

"Use every opportunity to train" was another point Ivan made, but the training must not interfere with the organisation.

The example given: if I were to say "I need 4 people to show me around" this would be intervening but if I said "In order to carry out the training I need to know the place well, what do you suggest?" And then the participants would organise it. I could even suggest (but not direct). In other words it is very important to understand the distinction between making a suggestion and taking over the organisation. At 9 a.m: the enterprise of organisers gathered for a meeting.

It went on until 12 noon. During that time we had no idea of what the participants were doing - not even whether they had gathered as they were due to. The following are from my notes of that meeting (my Portuguese is gradually improving - it all took place in Portuguese):

Ivan started off by talking about what took place yesterday and emphasizing that it is similar to other places in Southern Africa and in Latin America: "The psychological process in large groups is always the same." He made criticism of Leah for her intervention. He talked of how a vertical organisation had been established and how all responsibility will be in the hands of the representatives/leaders and that the other participants won't take responsibility - they don't feel responsible.

He talked about how "the reality of peasant life is to find food to eat to-day". It does not include much planning into the future. He brought in the issue of miners and how they will have the understanding of a mine complex social hierarchy - but vertical like a tree. (I notice that junior men kneel to senior men when requesting something: it's not just women).

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<sup>4</sup> The tdh representative at the time.

Ivan made a brief reference to the Theory of Organisation lectures and how they will address the problems (indirectly) the participants are going through. He kept emphasizing that the organisers must not interfere, they must accompany the process.

It's a hot day, but there's a cool breeze coming up from the plain - and the Cashew's shade is thick and dense. Ivan made the point that suggestions in order to open participants' minds are always welcome.

Isabel came in with the point that the participants decided yesterday not to choose a treasurer yet. (1210: Some of the participants are starting to wander by). They feel it is too sensitive an issue. In effect the participants are hoping that the organisers will continue to be responsible for the money. That will not happen. A sum of money is to be handed over to the participants (representing so much per participant) in a kind of ceremony, counted out in front of all of them and they are going to have to decide how it is going to be accounted for.

Another point Isabel made is that about the identity of the enterprise of the participants. I'm not sure if I got it right but I think it was to do with trying to get the enterprise of participants to establish their own identity and not be linked to the enterprise of the organisers.

Following this, each of the organisers gave a report of the situation in their area of responsibility - registration of participants, culture, logistics, structures, training etc.

The Director (Ivan) then made the comment that of all the groups they have worked with this is the most organised of all. (I wonder if he meant this or says this as encouragement to many groups? stroking the egos?).

Then followed a discussion of what needs doing. I didn't catch all this but it related to determining how much work needs doing and how much it is worth, whether there will be a production project as well as the cleaning of the canals. This will depend on the participants. Isabel made the point "This is a process trying to approximate reality." Ivan said the workshop has 2 training aspects - one is about training the participants and the other training trainers (the organisers). I see the organising of the organisers and the participants definitely going parallel. Everyone is experiencing the whole issue of "getting organised". Of course it's much easier for the far smaller group of organisers.

The meeting ended with Ivan summarising (thus emphasizing everyone's duties). Isabel was taking notes of the key points all the way through.

"Copa de cha"? (Cup of tea?) Francisco, the translator, invited me to join the other organisers (the Labras ate on their own at their tent) for tea and bread. I was hungry by then - we compared language notes as we ate, Ronga, Shona, English, Portuguese. Homwana, the old man president of the Union, is an entertainer as well as a leader. A long time ago he was in South Africa -the mines.

20 minutes later and it was time for lunch and I was already full!: soup and then chicken and rice, if only I'd known. We all had a reprimand from Ivan, joking but serious, for starting our

meal at 1400 hours when the "lecture" was meant to take place. The first lecture was put off until 1500 hours.

Everyone is now seated in the lecture room (the shed) - all 250 or so and the reality of a lecture to such a large number (which amazed me when I first heard about it) is about to happen. Alfredo, the organiser in charge of training, is being taught how to operate all the equipment: overhead projector, generator - there's also a nice large white roll-up screen. They really are well-equipped. There's expectancy in the air. Unfortunately too dark for me to take a photo, and I still haven't learnt how to use the flash - I must do so tonight so that I can catch this.

It's very hot in here, not ideal learning conditions - we would be better under a tree.

Ivan started by reprimanding the participants for eating when they should have been at the lecture. Ivan and Isabel orchestrate things carefully e.g: as Ivan is talking Isabel puts the pen as a pointer on the point on the overhead transparency to which he is referring. The OHTs<sup>5</sup> are very clearly written. Isabel puts and removes all the transparencies. We just had a little drama, the OHP lamp suddenly went off, we thought it was the lamp. Someone outside pulled the plug out -one of the teenagers hanging around outside - pissed off with being told to be quiet probably!!

Is the lecture patronising? The "visualness" of the OHTs is very effective: brings lots of reaction from the participants. After an hour: some youngsters starting to leave, it really is too hot, very difficult for concentration. How much are people taking in no matter how well done it is?

Lots of children crying, reflecting the fidgety people: 300 cocooned people in a room, all hot.

We all have attitudes we must question (it's easy to question others): mine is liberal middle-class sentimentality - probably distorts reality.

I'm now on an evening walk in the area west of the housing, along the ridge. The Cashews continue and Marulas, with lots of scrub and grass, obviously very few cattle - some areas cleared for cropping - widely spaced maize very stunted with small cobs. Some nyemba and groundnuts in between. Lots of streak virus around. Productivity generally very low. Pure beach sand. Some women are gathering the leaves and fruits of a creeping cucurbit looking plant with very small leaves (like miniature water melon leaves and the fruit very small).

Wandering through this area I wonder if I might step on a land-mine. I must check the situation.

Just spotted one lone litchi tree doing very well and a few citrus behind a wall.

Another large supper of chicken and rice - no sign of vegetables or fruit yet. I will try and get

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<sup>5</sup> Power Point Presentations have since replaced Overhead Projector Transparencies.

hold of some mangoes. There are 3 large tractors here and the only thing they seem to be used for are to transport people. And some huge irrigation pumps.

I had a chat to the Labras after supper about their system of estimating how much work will have to be paid for in a workshop. It usually takes their trainers about 1 and a half weeks to draw up a "Technical Plan" with the estimates. One interesting point Isabel made was that they only pay for productive work and not services. Part of the aim of this is to emphasise the importance of productive work. What they often find is that in the 3rd week of the workshop people realise this and shift some participants from services to the productive activities.

The Southern Africa Development Trust (SADET) and the Labras are certainly getting busy. They are going to be doing 6 OWs in Mozambique this year. I think they said about 10 will be taking place in Zimbabwe. It seems as if most of their work so far in Zimbabwe has taken place in resettlement areas, with a few OWs in the communal areas. I must ask them how the traditional leadership reacts to OWs. Perhaps there are some who don't want people to start taking more responsibility.

11/1/95

Waking up this morning I've suddenly become quite worried about the whole language issue. My Portuguese is coming along, especially the understanding - my spoken is still really non-existent. The person who is meant to be translating from English to Ronga is still away with a sick child. Yesterday I had a short chat with someone called Balthazar who lived in South Africa from 1956 - 1971 and who has a very faltering ability in English. No doubt it will come back but I really doubt if it will be enough. Maybe it's just another challenge. I'm going to have the dictionary handy all the time.

Next time I don't think I will do something like this on my own. It would help so much to have someone else to discuss possibilities and strategies with, to bounce ideas. It's not really possible with the Labras, as resource management is not their field. I feel ideas rather going around in circles in my head. To-day after an organisers' meeting we will go to Manhica to do some shopping.

Ants are starting to find their way into the tent, there must be a hole somewhere.

Having not been through an OW before I cannot envisage how it develops and how the training is going to fit in.

A group of army runners, singing, have just gone by, rising in volume as they approached and now disappearing into the distance. I wonder how the Renamo/Frelimo<sup>6</sup> army integration is going on after such a bitter war. This place is very much a Frelimo area.

Isabel spotted some small ants near her entrance and immediately brought out her spray - is that a good example as the others watch?

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<sup>6</sup> Warring factions National Resistance of Mozambique (RENAMO) and Mozambique Liberation Front (FRELIMO), the ruling party

The Marulas around here are deliciously sweet. People don't use the oil in the nuts. It has suddenly occurred to me as I sit here in a "budget" meeting talking about how long to build a pillar, how many bags of cement etc that, ideally (perhaps) the whole PRA exercise should come first and then out of that comes the activities and then, around those activities the OW can take place.

They soak Natal Mahogany (I think it's mahogany - I wish I'd brought my tree book) seeds in water and then suck the outside. I must take some leaves and seed for identification. It's not particularly tasty, a little nutty and earthy - pleasant enough. Before the first meeting a short discussion and coffee with the Labras. They obviously watch with eagle eyes what's happening - they commented that they had not noticed any of the organisers doing the tasks they had been given the previous days.

At the meeting Ivan asked about the tasks and when told that they had not been done he asked why. His tone was reprimanding but just when the atmosphere was becoming quite heavy he would crack a small joke and laugh. But he also pinpointed people to their tasks. "When can you have it done by? 10, 11?" And then he would write down what they said.

The meeting was short and to the point 8.20 - 8.40. Everyone to come back at 12 with the tasks done (It's now 12 as I write and everyone is promptly here.!) After this 1st meeting Homwana, the Labras and I then worked on the budget for the workshop.

Yesterday the Labras had told Homwana the total money available (US\$ 3000) and Homwana had done estimates to that total. In discussion with the Labras yesterday evening I'd thought that this would be the case but they thought he would work at specific requirements and come to another total.

Anyway we went through it all step-by-step. How many people in how many teams to clean the canals at how many days and so on, ending up with a budget of 5 000 000 meticaï for the development fund, 1 500 000 as a start-up fund for participants (enough for one person for food for one day, Z\$8 per person - there are 219 participants as of now), 80 000 for the participant cooks for 4 days, 120 000 for a skilled carpenter/builder for the month, 200 000 for transport, 1 875 000 for food for the full period for the organisers (I will also contribute towards this), 1 100 000 allowance for the two organisers.

In an afternoon meeting Ivan went over the budget step-by-step with the other organisers. It would have been helpful, I think, if this had been done up on a flip-chart - they would have grasped it more.

The ants are starting to get into my tent in great numbers and I cannot find the hole - I have to carry out on extermination each time I get into the tent! And now there's a lizard interested.

The second day's lecture is about to begin - everybody prompt, 14.00 hours. To-day all the women are singing - making the number of people more impressively felt. It's very hot in here to-day. Who must decide where the lectures take place? Everyone is so willing to help that I have difficulty being allowed to carry my chair to the lecture-room.

There was an interesting event earlier. Alfredo came to Ivan and said that there were 2 women with cholera. Ivan had been worrying how to stimulate activity because the participants were doing nothing - only coming to eat and to the lectures. He called all the chosen representatives of the participants in order to raise the issue of the possible "cholera". From dealing with that he then moved onto the issue of what was happening, why nothing being done etc.

(I think it is important that we go on an OW in Zimbabwe, to see how someone like Cephas directs it - also to get the English versions).

It's interesting how a number of the new innovative approaches feel strongly about giving their version of the historical perspective - Savory does it in his book. I like to do it by relating to the rationalism of 17th century Europe and it's a big part of the OW here.

What is perhaps most exciting about this OW is that it is at the grassroots. It's working with the people, who in the end, matter.

4 very healthy looking oxen have just gone past the window. They have strings through their noses and up over their heads.

To-day's lecture has been only 45 minutes. Ivan then moved onto talking about the workshop process and the whole cholera issue. It was a reprimand. "The directors, 12 strong men, couldn't do anything". Very provocative mutterings started. He went on to talk about the problem of no activity in general. Why? "The tools are there, I told you there was money etc"

I had a short chat with Luigi, the neighbour, a Chinese man (70 years old with Parkinson's disease). He has been living here since 1967. Was shot and wounded during the war. He spends most of the day sitting on the veranda of his shed. He's very friendly and obviously well liked in the area. He produces quite a lot - bananas, potatoes etc which is sold in Maputo. He invited me to go and visit his "farm".

Just back from a tour around Luigi's farm - huge production, must be hundreds of hectares of bananas all irrigated from the Nkomati river. He has a whole system of canals and through the banana areas there is a canal every ten metres - clumps of bananas are every 4 metres. The irrigation is all through seepage. The canals are filled with azolla and a range of water-lilies: full of life. He has never used pesticides and uses 2 milk tins of fertilizer per clump per year, but reckons things would grow without the fertilizers - no use of legumes.

He has tried papaya (paw-paw) but says they fall over too easily in the rains. I wonder if there is a movement of nutrients from the canals through the seepage eg: from the nitrogen fixed by the Azolla. Luigi changes his banana plants every 10 years - removes the whole clump saying that it gets tired. It was exciting to see the potential of production if the associations and co-operatives can get organised.

I have just been to Manhica with the Labras - a chance to chat lightly. They talked of their links with Cooperation for Research Development and Education (CORDE) - 1988, soon after CORDE started. They held a workshop with them - Ditswanelo and Gavin Anderson were part of it. CORDE were keen to take it up but haven't. The Labras feel it was because it was too much for them when they were still small. They have remained in touch with Gavin. The Theory of Organisation was published in the Workteam magazine in cartoon form. I have a vague recollection of it. I wonder, though, how effective it is out of context. We must try and get hold of those back copies of Workteam.

The Labras also talked a little of their training of trainers workshop which they run for about 40 people, very intensive, also a month long. I'd like to find out more about it.

Most of their work has been with resettlement areas in Zimbabwe. On one occasion they have worked in communal areas - 4 workshops running at one time. Because of the problems in SADET they have not been able to follow up on these workshops which were held at the end of 93. 3 of them went well but one was a failure. The Director of that one was a brother of the traditional leader in the area. This traditional leader took over the whole workshop.

Only 3 days have gone by and I have half - filled this small booklet and it feels as if we've been here a long while. It's always like that in a new place. The experience is so intense in the first days. It's all so new.

The shops in Manhica are surprisingly well stocked - lots of South African goods. UNOMOZ, the UN body overseeing the peace process in Mozambique, created an unreal situation of demand for such goods and there is likely to be a collapse of such business after their departure.

The Mozambique beer is too fruity and yeasty for me, half a bottle is ok.

Isabel has put the whole step by step budget details onto flip-chart paper, very clearly done for all the organisers. Did she read my notes?! One strong aspect of this workshop is that one really lives it and as such it is flexible, it can be as flexible as life has to be. The Fambidzanai workshops are too rigidized, regimented so that resource people come in at such and such a time. In a way they have to be. They are well organised, sure - but are they flexible enough? I would rather see them coming into something like this where people have to go through a struggle and really learn from that struggle and in that struggling begin a process in themselves that is bound to continue to grow and grow, under its own momentum.

Although the Fambidzanai Training Centre courses have lots of discussion, and quite a lot of practical application they do not engender enough wrestling within, a precursor to attitude change. Involvement. A slight concern I have at this stage is Ivan's heavy handedness. Am I being too sentimental? Is PRA too sentimental? Is more of a catalyst needed than merely facilitating analysis?

There are lots of drums going in the distance. Today a number of lorries went past packed with members of the army, singing with full voice and waving to everyone. I discovered later

they are all being demobilised. I wonder if it really is time for them to celebrate - perhaps they are under illusions about work.

A mosquito buzzing in my ear - how the hell did it get in. It's a very still, hot night - no cool breeze.

12/01/95

The tent is now crawling with ants - the biscuits I brought from Manhica have brought them hoarding in. They don't seem that interested in me - I did get some sleep last night. But I just don't know how they are getting in. I've spent the last half hour following their lines of movement, hoping to pinpoint the entry/exit but I can't! My tentative hypothesis at this stage is that they are somehow squeezing through the mosquito netting but I haven't yet been able to see one doing that.

I've found the hole! Or at least, one of them - a tiny little hole which can be seen from the outside - I've seen them going in and out of it. That's one step forward.

Looking out at the Nkomati river, the section of the bend that one can see from here, I've been wondering about the changes in colour - during the day it looks from here as if there is no water, as if it is a sand-bed. I discovered the reason on my trip with Luigi yesterday. It is solid water hyacinth and with the sun, out come the lilac flowers - a spectacular sight.

It's the ants inside the tent and flies sitting at the table outside! But it's a lovely cool morning. The participants are already coming in. I wonder if they'll get moving to-day. Surely it would only take one or two to start to lead the way.

But Ivan claims that if this happens the responsibility is not spread around and falls completely on those one or two who run madly around and in the end fall under the weight of it.

I'm now starting to put together possible training packages, (using Portuguese wherever possible). They'll follow our process of OBSERVATION - PLANNING with lots of practical work interspersed. I hope that we can make compost as the canals are cleaned, with all the green material.

Started off the day with a short meeting. Ivan explained to Francisco (translator) what he could do at the time of the lecture (Labras going to Maputo to change money): to revise the lectures of the previous 2 days and to talk about the issue of handing over the Mt.1 500 000 which will happen tomorrow.

Ivan emphasized certain points: that the money would be handed over in front of everyone and would have to be carefully accounted for. Francisco must urge the enterprise to step forward and be prepared to take responsibility. And now the organisers are plunged into managing things on their own. In talking to them about it Ivan hands over a certain confidence by making it sound all very normal.

I can hear many radios going from time to time.

To-day the rain has gone completely, not a cloud to be seen anywhere. I really am being spoilt. My dirty clothes have been whisked off to be washed. I should do them myself.

Today, my main focus is on learning Portuguese. They cannot find any better translator for me than Balthasar who has a mere sprinkling. If I am going to achieve anything I am going to have to be able to do some explaining, talking in Portuguese. The task is more daunting.

Ivan, Isabel, Homwana and one other man have gone to Maputo for the day. Apparently it is important to have lots in the car as there have been a number of armed thefts of vehicles in Maputo. I have given the Labras some things to get. They seemed willing. Yesterday's budget came to only half the US \$3 000 they have for the workshop and so they are happy that there will be ample to spend on odds and ends.

Is this normally a busy time for farmers? Has that been thought about? Just before leaving both Isabel and Ivan told me to help myself to anything from their provisions. I see they have a water filter. I must get a copy of their checklist.

A four hour walk far into the distance on the flats gave me a good physical realization of their extent. Crazy I did it over the mid-day, returning hot, sweaty and very thirsty. I had a chat near to the outward point with an old man living there. He had worked 12 years in Jo'burg and only had a few teeth left. He told me that the movement of the river up and down carries the water hyacinth back and forth.

He had traditional basket fishing nets which he uses regularly. Like the ones my wife Christa has up in her shop. The point I reached was where the ruins of what must have been a huge pumping station. Electricity lines came to that point. The contrast of big commercial production (or its remnants) and the basic peasant way of life is everywhere. The organisation workshop is meant to help peasants move into the market economy effectively. But the complexity of this must be realized. There are great strengths to the peasant way of life. They must not be lost. OK, there is not much division of labour but they do then have a range of skills. They are able to survive, and they do so in a non-consumptive way - an example to many westerners.

Take their farming: it is mixed, it has the elements of a healthy permaculture but if it is going to earn them cash it does need a greater sense of organisation, of planning etc. There is a kind of quantum leap needed but NOT into the "efficient" monoculture of conventional, commercial production which is economic madness in the long run - the typical short-sighted "buzz" of the western world. It's almost as if there is a choice of 3 routes:

- i) The continued peasant subsistence, ticking along, open to exploitation, not able to withstand population growth especially in brittle environments, losing pride and confidence in itself in the modern world.
- ii) The Western world dominated industrial market economy, a hierarchy of financial

control, socially and ecologically destructive and culturally insensitive; decisions based on short term economics.

- iii) The PELUM way!!! A way in which the peasant mode of life moves forward into something more organised, using formal education but maintaining cultural diversity. This makes use of all the process tools arising, whose strongest common thread is that they all empower ordinary people and not specialists. Through them specialists' roles are to serve, not dominate.

The Labras infer they don't eat with everyone as an indication of their ability to do things for themselves. I suspect it may also be because they prefer the healthy ryvitas and brown breads! So would I after this incredibly salty gruel I have just had and chicken for the 8th time in 4 days!! It reminds me of Chizarura and his experience in Romania, chicken every day for 4 years; now he doesn't touch it.

I arrived back too late to attend the meeting (the one taking place instead of the lecture) today. I don't know how much point there would have been to attending as it is in Ronga. It is just finishing now - 4 hours later - a lot must have been discussed! Perhaps a key point in the month's process?

6.30 pm: Meeting finally over and all the participants are gathered outside while tools, pens and books are formally handed over to them. The meeting must have resolved certain issues because they are going to start working on the canals tomorrow.

I hope the organisers' team is not jumping the gun in the absence of the 2 Directors, Ivan and Homwana.

A young fellow has just approached me and started chatting. His english is not bad and he may be able to translate. His name is Fernando.

13/01/95

Friday the 13th. I remember thinking a week ago when waking up in Nyanga (on Prue's birthday): "Next Friday is Friday the 13th." As usual, it's now usual, I started off the day reading the max/min thermometer - the days are assuming a framework of some kind. Yesterday went up to 36 degrees Celcius - the hottest so far, but hardly the daily 45 degrees Celcius I had half feared. I read late into the night, past midnight - an epic best-seller, mediocrelly written: France in the 1930s and 40s as seen from an American Champagne family's view point. The historical snippets are interesting and the writing is not so bad as to put you off. The epicness has gradually sucked me in.

Morning activities around our tents have gradually increased each day. Now there is sweeping and raking - perhaps it reflects greater acceptance as time goes by. But the sweeping really gets my hay fever going. The ants are still very active, but not so many as yesterday. I have a feeling they're finding it more difficult since I blocked their tiny hole of yesterday. They have found remaining biscuit crumbs and are passing them through even smaller holes to their comrades outside - for the Queen? It was only occasionally they woke

me last night, with a nip.

The participants have been going since 4 a.m., organising themselves for work in groups and handing out tools (which were handed over to them yesterday evening). Ivan calls this the installation phase. "The workshop is now installed." There is a kind of excitement in the air.

I've noticed tiny sunbirds hovering around cashew trees on a number of occasions.

Some of the participants are constructing an office for the participants' enterprise - it is really establishing itself. I'm not sure if this came from the participants or was suggested by the organizers (eg Francisco) at the meeting yesterday.

A long slow walk with Fernando and Balthasar. The former (young fellow of 25) really speaks English quite well, was at Maputo High School and then for 4 months before the elections, a group of Zimbabwean soldiers was based nearby, and he spoke with them a lot. He's obviously very motivated to speak English. It's a weight off my shoulders to know he is around.

On our walk we shared knowledge and ideas. I had lots of questions, particularly about the canal system. What happens is that when the canals are clean (as in the case of Luigi's canal) there is movement up and down according to the sea tides (though no salt water comes this far). Once a month with the neap tides a lot of water gets "pushed" into the canal system. Also the heavy rains cause a greater influx of water. (There are heavy rains in February which allow a 2nd crop to be planted in March - the other rains are September - December. These used to be more reliable than they are now).

The canals also serve a very useful purpose in draining water. During rains last December a lot of people lost their crops because the canals were not clean. Between 1977 and 1982 water flooded over the bank from the river. This was when all the bananas that used to be spread over the whole area were lost. The government has established dams further up the Nkomati and the flow of water is controlled and flooding over the bank is no longer a problem.

I learnt that Luigi does not use a pump any more. Although this has probably lessened production to a certain extent he is still able to produce without pumps. (I later learnt that this was also possible because he is connected to a spring from the hills.)

There is obviously quite a difference in soil quality around the flats. Stalk borer is a problem and no rotation is practised. Mangoes will grow on the flats but production is less and the mangoes are not as tasty as on the ridge. No fertiliser is used and no manure (very few people have cattle to get manure). Compost is not made. Fernando told me that people had been saying before the start of the workshop: "What can we learn about agriculture, we know how to farm - anyway we will go and see".

That is a healthy start - there is a strength in them. I emphasised the point that I am here to share - I may have some useful ideas and I hope to learn a lot. Fernando is keen to grow

garlic - he did so last year. I'm beginning to feel that there could be a good sharing of knowledge. In January/February the water hyacinth gets washed down to the sea, where it dies - new growth comes from "seed" that is left behind. When it is thick as it is now people are not able to fish with nets, only lines and hooks. Bees like the flowers of the hyacinth. Apparently there is no beekeeping in the area.

It was obviously a very tough time when the war was going. Everyone would go off into the bush/reeds on the flats at about 2 pm and return home at 8 the next morning. They would prepare their meals at around 11 and then head off again. Often the Frelimo soldiers from the nearby base did not get enough food and would raid the farmers' fields. No government food aid was given. People only grow Mangoes for home consumption. The market is not good.

Off goes the tractor again - transporting a few people.

I've just returned from a trip to the main road (by car) with Ivan and Homwana. Ivan and I got talking about their whole history in Zimbabwe. It's been a tough time for them. It seems as if Cephass has been a consistent factor in keeping them here. Ian Cherret<sup>7</sup>, who is now with ETC in England ( I spoke to him on the phone when I was there in 1993 - a rather pointless call trying to build bridges with the ETC initiated Kanye Programme) was head of HIVOS here in Zimbabwe and was keen to introduce the OW technique in Zimbabwe. He had chatted to Cephass who was then also keen and who was the chairperson of OCCZIM. In fact Cherret and Cephass ran a workshop on their own before the Labras came. By the time they came, Cephass was out of OCCZIM. Ivan is full of praise for Cephass, saying he is an extremely effective worker with communities and a very principled person.

Ivan first came to Zimbabwe on a fact-finding mission in 1987. Then moved here in 1988 to be based at Glen Forest, when Thandi Henson was Director there. They obviously did not get on. Their job was to run workshops for OCCZIM, they found things to be very unclear to say the least. Fairly early on they did a workshop sponsored by Norwegian People's Aid (NPA) and Ivan asked if he could get a translator. He chose Cephass and they got on very well from day 1. When the Labras' contract with HIVOS was over (after 2 years) they were getting ready to go back to South America (though they couldn't go to Chile because of the military regime and couldn't go to Panama because of the American invasion) when Cephass suggested to them that they form a consultancy. They agreed. Work began to grow and then Catholic Relief Services wanted a lot done and so they wrote a proposal and formed SADET, going around to choose board members. Ivan speaks well of Mahachi<sup>8</sup> who does manage to attend meetings every so often.

Ivan worries about how these OWs expose corruption all the time and then become a threat to certain people. He sees the same potential in this workshop.

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<sup>7</sup> Presently a FAO Regional Advisor in Rural Development based in Santiago de Chile

<sup>8</sup> Now late. At the time, Minister of Agriculture and later Minister of Defense in Zimbabwe

Back at the base Ivan talked about how the process has a cycle: PRACTICE (a real situation) creates a NEED which then MOTIVATES action - ie leads to a desire to learn, to organise. For example, at the beginning, the whole thing is very loose, no-one knows who is coming or not, no register, maybe people from the surrounding area wander in for meals. When the food days (ie food provided for 1st 4 days) end the participants' enterprise has a NEED to work to earn the money to get food. It then follows that a record must be kept and a register is started and the whole workshop becomes sharper.

Could we use that cycle in the permaculture workshops? People start to plan and then realize the need to plan better ie. they could be in groups all the way through with a project to plan a piece of land. Teaching could go parallel and from that they pick up ideas how to keep doing it better.

After to-day's lecture the president of the participants' enterprise started a singing session, his charisma shining through, what will happen next?

It's still a very traditional society here and as such, male and female roles are well separated. We men amongst the organisers usually eat on our own. Strangely, there are exceptions to this from time to time and for no noticeable reason.

I have been studying "my" ants through the 12 X little hand microscope Bongi lent me for this month - fascinating - forever cleaning themselves - they nip with front pincers; it always looks like they will sting with their rear which they raise threateningly as they move along, like a scorpion. I found 2 more small holes and their numbers have dwindled right down.

A conflict between the PRA and OW approach is that the former places a strong emphasis on not teaching or advising, whereas the later emphasizes the importance to use very opportunity to train. Somehow when I read about PRA I do feel it is being over-sensitive in its approach. Is there not room for sharing information once an equal footing has been established. At the same time OW does over-emphasize the use of outside experts - Ivan has already referred to me in a lecture as an agricultural expert.

In the process of FACILITATION in a PRA exercise, the facilitator (often an outsider) provides the framework for the participants to work in. In this way the outsider is doing the ORGANISING instead of the members of the community themselves. Perhaps the OW is going that one step further by stimulating the organisation to happen within the community but it is also "facilitated" to a certain extent through suggestions and the lectures on the Theory of Organisation.

14/01/95

Moved tent to-day so that it is in full shade most of the day. Temperatures are rising all the time. "Lumpen" is a word that has been puzzling me in the Labras' OW notes. It is a German word meaning "rags used for cleaning". Marx used the term to describe those discarded by society at various class levels. The Labras had asked Ian Cherret to translate it and he couldn't find a term (he translated their "Theory of Organisation" lecture notes into English).

To-day's organisers' meeting started with handing out 100 000 meticaís to each of the members of the organisers committee.

Ivan emphasised that the workshop is going as predicted - the president of the participants' enterprise is running around madly trying to do everything. He predicts it will get worse next week. Ivan proposed that as Francisco was doing more than just translating he should be made Assistant Director for the workshop.

Ivan did a quick revision of what had happened during the week.

Raul has been asked to visit the flats to see what is happening: how many people, how is the work going etc. Instructed not to ask any questions, just to look and greet. Other members were given tasks.

"The participants will be told that they will only receive a certificate at the end if they attend, including the lectures."

Another exploratory walk into the flats. I found good nodulation on a few small sesbania I dug up, a rich pink colour which is always a good sign. Also nodules on a small creeping legume that is everywhere and has similar leaves to tephrosia. I noticed that Luigi plants his bananas on mounds - I would really like to see his irrigation system in full swing - neap tide. Everyone around here seems to plant 4 maize per hole. Luigi's canals are full of life. In many of them the water is clear and I saw many small fish - no sign of mosquito larvae.

The Labras talked this evening about their Nicaragua experience. They went there in 1980, the year after the Sandinista revolution, with revolutionary fervour. They left in 1985 very disillusioned. They went to parties where there were sandinista and contras - the whole country (like most of the countries in Central America) is controlled by a few families. Revolutions don't change much. At 14 their son Ivan wanted to volunteer to go and fight the contras. He was refused because he was a foreigner - they didn't want foreigners because it could lend weight to the American "mercenary" argument, if caught. Instead he patrolled the street at night rounding up prostitutes and drunks, aged 14!

Panama sounds to be a high-cost nightmare.

15/01/95

I notice a number of people carry around slings - as part of their clothing almost. I learnt today that in the first few days the participants thought the whole exercise was a game - "playing" at being representatives etc. It was only when food and tools were handed out that people started to realise that it was much more than this. Furthermore, Ivan says that the workshop aim is not just to set up an exercise organisation but that it is an organisation that will continue ie. a greatly strengthened Union.

To-day (Sunday) we got out and went to Bilene Beach. You turn off the main road at Macia. The sea was very warm. There were some small houses that are obviously rented out. They come under the Ministry of Tourism - worth looking into.

The Labras and I spent quite a bit of time discussing the "different approaches". I think they were quite keen to know what I thought of the workshop so far. They feel that approaches like PRA are too apologetic, people feeling guilty. I see their point to a certain extent but I think they are missing the point that PRA is about SHARING ie. both sides.

They see nothing wrong with an expert giving expert advice, but the important thing for them is that it is into a well organised, empowered context. I see the merging more and more. My point to them was that if any of those approaches become too fanatical, they go off on a wrong truck. I would like to meet a friend of theirs, Vielka, a Panamanian, who has done lots of work on catchment management.

From Clodomir Santos de Morais: "The Organisation Workshop is a practical exercise in the creation of a REAL ENTERPRISE. It seeks the acceleration of the evolution of the "organisational consciousness" through a planned acceleration of practice. This is reached progressively by the group as a whole through the analysis of the factors that support or obstruct the activities of the enterprise. The main elements are: The people (minimum of 40, Labras say 80), the means of production, total freedom to organise themselves the way they might consider fit and to use this means to achieve self-reliance as a group."

16/01/95

Isabel obviously has a lot of experience with making overhead transparencies, what colours to use, how to make the drawings etc appropriate. I hope we will be able to use her skills in future. What they normally like to do is to show an OHT and then display the same drawing as a lamination.

Ivan and I went on a walk to see how the work at the canals was going - this gave me a few more insights into how these OWs run. At the first canal, people were doing different tasks, women cleaning grass, some men digging with hoes and others cleaning out the silt from the bottom of the canal to allow water to flow. Ivan said "Look, the division of labour is beginning to show. The next step will be to use this as a basis to develop a work plan - how many people in each group ..... etc"

Ivan kept asking me questions. He wanted, I'm sure, to provoke some "expertise". After a little while he said "Now we must share all that with the participants". For the first time I felt rather uneasy. There was I making suggestions as to how the canal should be cleaned - mine wasn't one amongst many suggestions, it was *the* suggestion. Somehow it didn't feel right. This is part of what Ivan calls "using every opportunity to train".

At the next canal I pulled out a young sesbania and showed Ivan the nice, pink nodules. He immediately caught two members of the group's notice and asked me to tell them. They seemed very interested and said "That's why people who have this in their garden have good crops." I saw Marejea (crotalaria) or something very close to it, also with pink nodules and they made the same comment. The two also said they had seen the nodules and wondered what they were; we discussed them on groundnuts and nyemba.

Ivan, using this as an opportunity, said to the 2: "Señor Wilson can carry out some training but you have to ask for it." With that we left.

Another point related to talking to the first group: Ivan made it very clear that the Participants' president requested that I visit the canals and make suggestions. And when we left he said that I had merely made suggestions and they must decide whether to use them or not. Afterwards he said to me "You can intervene but you mustn't organise."

Another comment, with which I agree, was "The OW makes training possible, provides a real framework in which it can happen." As we were arriving back he told me that I would be the first person from another NGO to attend/experience the whole workshop. There are obviously quite a few people in Harare who have strong criticisms of the OW - it would be good to get feedback from them, but I suspect it's the old story, not liking a few aspects and then dismissing the whole thing -I really don't understand that attitude but it seems to be the prevalent one. I always feel so keen to find out about new approaches, learn more and more about them, come into them with a positive outlook, critical but positive.

I think the PELUM process does go against the attitudinal grain.

I outlined to Ivan the overall framework that I plan for the training: assessment, plan or design, various techniques. He seemed quite pleased with it.

When I told Ivan that peasant farmers generally do not like to plant non-food crops, eg: for soil improvement, he would not accept this, saying that it all depends how the concept is built up/explained. "That's the challenge" he said "to get the concept over in a way which people understand." He gave an example of how they had explained the importance of soil cover by having a picture of a lady clothed and with an umbrella, saying that the umbrella was like a tree and the clothing like grasses and mulch.

They obviously have a talent for getting concepts over. (Though I still think it will take a long time before peasant farmers will plant non-food crops).

I notice that Ivan spends a lot of time sitting and thinking (I think he's thinking!!)

I had a meeting with Isabel to talk about how the agricultural training is going to take place. Participants have to register themselves for particular training sessions in order to be able to participate. We are predicting that quite a large number will request agricultural "training" (Isabel predicts about 100) and so what we decided was that we would ask the participants for 20 "mentors" representing all the different Associations and Co-operatives.

I will then "train" the mentors and then they will work in pairs with groups of 10. The training sessions will go along parallel with each other. We are aiming at one and half hours per day with the "training of trainers" for 10 days. I wondered whether the production won't be in competition with the training because once the participants grasp the workshop more and more they will organise themselves for more and more production because that brings in more money.

Isabel thinks they will seek a balance. She gave me the format they use for planning the training:

- 1) Develop some overall objectives, simply stated.
- 2) Draw up a planning matrix which includes content of each session, activities (or type of activity), material required, training material, time estimation.

I will use that, which is similar to the one used at FTC but add objectives for each session. Isabel has the feeling that explaining the whole "living system" concept will be very difficult. She reckons that for most people, people and some animals are alive but they don't really see plants as being "alive".

I've yet to have a really good night's sleep - the feeling that one has slept solidly - and I think it's beginning to tell as I feel very sleepy today. One of the participants just brought me a seeding Marejea plant. Chissano (the president) is a Shangaan from Gaza Province (the Province just north of Maputo Province). Apparently they are quite outgoing people, prepared to fight for what they want/need. Samora Machel was also a Shangaan.

I feel much better about the training now that I've got some idea about it - how it will take place, how long etc. If it works out well, the mentors will be good contacts for follow-up. I could carry out short workshops with them in future.

Isabel is starting to get a little bit frustrated at the slow pace at which the organisers work. They were saying yesterday that this is the first time the organisers have come from the community. Up until they said this I had always thought that the organisers were from the community. Apparently SADET usually brings them from outside.

Lecture time: Organisers wait outside while the register is called. Ivan's interpretation of why co-ops failed in Zimbabwe: donors (not wanting co-ops to work) gave lots of easy money and this caused their failure. Could be, but too simple.

Ivan definitely prefers collective production, thinking it can be far more efficient. I wonder. According to OW theory, an organisation must move beyond traditional leadership if it is going to start to be dynamically organised in such a way that people cease to be exploited. I'm beginning to see the reasoning behind it and experience a number of conflicting thoughts.

My translator, Fernando, is back again after a short bout of malaria. He says he gets it 5 or 6 times a year. Today's lecture was on VALUE, too much lecturing in a hot, humid room. The overriding theme, GET ORGANISED, continues to be emphasised at every turn.

It's going to be very interesting to see how the training works using "mentors". If it's effective then it opens great potential for reaching far higher numbers. Another of the Labras' gripes is that some of these approaches tend to be mystified eg: PRA, Logical Framework Approach (LFA) - made more complicated than they are -this is protecting the interest of those who use them. To a certain extent I agree with them but the understanding does have to

be reasonably good for the training to be effective.

Where we eat our dinners and lunches is where the chickens for tomorrow's lunch and dinner are kept (in the corner) and so as I eat to-day's meal, I'm looking at tomorrow's.

Talking to Fernando he says that the participants' enterprise is getting much more organised over food - earlier, many people did not get enough. Now they are all getting plenty - a small way in which organisational skills are beginning to express themselves. The temporary office that the organisation has built for itself has 3 entrances with signs up: SECRETARITAT, HUMAN RESOURCES, FINANCE.

7/01/94

I notice this morning (5.30 am) that a number of people drifting in are bringing their own tools with them. Living right here one is able to see and sense what is going on without interfering.

The thunder is rumbling away in the distance. Ideally what would have happened is that Richard Librock and others would have had 10 days or so here in the beginning to carry out a PRA exercise. Then the OW with sustainable agriculture training.

A walk around the canal-cleaning with Fernando and Balthasar. Number one, a small one, is nearly finished but the team will need to return to remove the soil sitting along the top so that it doesn't wash back in. I do think that they should try and stabilise all the canals with bananas and sugar-cane. They could intersperse seca-seca (sesbania). It is clear now that they will need pumps for some of the canals. The river is moving fast towards the sea obviously heading for a neap low tide. We must try and use the water hyacinth for compost making. There does seem to be quite a lot of cassava mosaic virus. I haven't established yet whether it is getting worse or not. It seems as if some pesticides are being used by a few people, particularly for cabbages and tomatoes.

One innovative farmer asked for a 3 metre wide strip between the road and canal. Everyone wondered why he wanted a place so close to the road. He now has very good banana and sugar-cane production. People are jealous of his situation now. He uses some ammonium sulphate fertilizer on his bananas.

At canal two the team has advanced fast but are no longer digging out much silt from the bottom. The area there is called Majohnjohns because it belongs to an Association of examiners who've been to Jo'burg.

Jose Catarina (Señor Homwana's son-in-law) owns a big piece of land near canal 3. He works with the National Union of Co-operatives in Maputo. There is no production in it at all.

Apparently, a Mr Mukuraimba (Portuguese) owned all the land as far as the eye can see, thousands and thousands of hectares. Started selling up in the 40s and 50s.

The whole workshop is geared towards the issue of improving organisational skills. This

means that the lectures can then feed into the living process of the workshop. What I'm worried about is that the same cannot happen with the agricultural training.

TUESDAY LECTURE - It started off with various provocative questions: - Who is responsible for agriculture training? We need a timetable. What is missing for the agriculture training to begin? Who is responsible for human resources? What do you do? Discussion went backwards and forwards a little and Ivan summarised by asking those responsible for training to approach Isabel to find out what the training will be in.

It was good to see more participation in this lecture - questions asked etc. More unruly but people more awake. It was a very complex lecture on CONCRETE LABOUR AND ABSTRACT LABOUR, the former being where one can work the value out and the latter where it is determined by the force of the overall economy. I think most participants were completely and absolutely lost, but at least there was noise.

I have now formulated an objective and content overview for my training. This will be posted onto the temporary office wall of the participants' enterprise and then, in theory, those participants that are interested will sign up and they will come to our enterprise with a timetable. I wait expectantly.

Señor Homwana still has not returned and so I do not yet know the piece of land on which we will do practicals. My course objective and content is definitely more in the OW style than I'm used to, more definite in terms of "skills transfer".

18/01/95

I've been finding lots of local legumes which are nodulating well, some with very pink nodules, especially the local version of marejea. I've identified the "banana" expert man, he's a little crazy, I like him.

I had such a good night's sleep last night and feel very refreshed - first really good night. There is an almost ceremonious sweeping and raking around our tents each morning at 6 am. Lots of discussion and to-day 6 people. Every last leaf is removed.

The distribution of tools seems to be going much more smoothly and quickly each morning. By 6.30 all groups are gone to, their various tasks. It was well after 7 the first days.

There go the singing soldiers on a run. It's a very fresh morning after some rain yesterday and a clear night sky and the singing soldiers enrich it, somehow reflecting the new peace in Mozambique. The army is now made up of Renamo and Frelimo (ex).

I suggested in passing to Ivan that his use of the term "pastoral" in his papers was not a good one and not appropriate. A long discussion followed. He talked about how he came to using the term soon after coming here and how it had a mixed reception. Paul Themba Nyathi rejected it completely (in fact Zimbabwe Project have had no interest in the OW). Later, the Labras heard through Ian Cherret that he had come to like the concept.

I suggested that using the term tends to pick out certain groups who have been pastoralists (vs agriculturists). The concept of "immediatism" is OK but the term pastoralist should be changed. Ivan was very willing to listen to my questions and said he would like to discuss the issue further in a bigger group.

We then got onto the whole issue of his criticism of the Paulo Freire approach. I said that he was bringing it in as if everyone used it in an extreme way. He agreed that he was writing it in response to this - the hypocrisy of the church using it, how at Glen Forest they didn't want a blackboard, didn't want a training programme, wanted all this left up to the trainees etc. He likes the "banking" education exposure of Paulo Freire but although he didn't put it like this, I think he finds it too loose, too wishy washy. So what if there is all this awareness, what next? In other words he recognises the value of awareness and action.

Ivan also told me that the originator of the OW, Clodomir Santos de Moraes, for a long time did not want a word said against Paulo Freire. They were friends and had been in prison together. At the end of the discussion Ivan said "show me another approach in which over 200 peasants can start to organise themselves."

They have a little experience with ORAP, the NGO in Matabeleland, and wonder how much is actually achieved on the ground. I told them one has to be careful not to be over critical because who is really achieving that much. There is a lot of learning going on and from that we can move on.

They have not tried to spread literature about the OW approach because when they first came people kept saying: it's not culturally acceptable, or it's ok but you need to change here and there etc. They preferred to get on and do work on the ground.

After this I went on a long walk, having spent a few hours earlier this morning preparing for the training with Fernando and Balthasar. We visited 3 of the canals being cleaned, 2 of them quite a distance away. Some of my notes from the walk:

- None of the land has title deeds, though the agricultural office in Manhica has a plan of who owns what according to Fernando. One old woman, very friendly, said as we were leaving: "has this mulungu (white man) came to snatch our land?" Fernando tried to assure her that I hadn't!
- Some people use castor oil seeds for body oil but most find it smells too much.
- Now 4 canal looks to be a very big job compared to 1 - 3, a wide canal.
- At no. 5, not much has been done yet.
- People remove the tassels and silks from the maize plant once the cob is established, saying this makes the cobs fill out better. (Fernando said this was because they don't have education!)
- There seem to be 2 types of cassava grown. The more common (called Munyasa) produces faster but less than the other - planted in September and ready to eat in July. It is definitely susceptible to what I think is cassava mosaic virus. The other (called padre) has red leaf stems. It is not ready for a year and grows more slowly but bigger than the Munyasa. I didn't notice any with mosaic virus.

- Saw Dolichos for first time - called Ngolokotso.
- Mugwacheneni is the name of the commonly grown maize, it tends to be shorter. We saw some taller maize which is apparently not very productive - and the patch we saw had quite a bit of streak virus. The taller one is a yellow maize and is grown only for the green mealies.

Immediately on my return we had an organisers' meeting. Ivan got general feedback from everyone. After the more straightforward stuff it came out that some of the participants were going hungry, and although many participants went home straightaway after the lectures all the supper was eaten. Ivan responded that the organisers would have to intervene, saying that this was the reason the USSR had collapsed and it's the reason many collective efforts collapse (implying corruption and theft because of a lack of effective and accountable leadership).

At to-day's lecture there seemed to be less people. It was an interesting lecture illustrating the difference between abstract work and concrete work and how it refers to our existence - making yesterday's lecture clear. Concrete work is really the work for one's own use when one doesn't measure time eg sowing a dress for oneself, making shoes (Ivan held up one of my Masai shoes as an example!), growing vegetables for home consumption. Abstract work is where one is producing for the market (there are many producers against whom one is competing and where time becomes very important, efficiency).

This is definitely something I want to think about more and how it applies to making a permaculture approach economical versus using permaculture for one's own home consumption. The Labras argue that if peasants are to enter the market economy they must be equipped. Also it is something that one needs to link somehow to quality of life. Maybe if distinctions are made, it is easier.

After the lecture was over Ivan raised the issue of hungry people to the participants and then said that it was not for him to address it - he is a foreign white, not speaking Portuguese well enough, not old enough etc. He therefore called on Señor Homwana to address the participants on this issue.

Isabel has just returned from the meeting (I left) and says that it is all coming out (all sorts of food going missing, favouritism etc) and that she predicts that the leadership will not last 24 hours. She says that this kind of crisis always happens. It's almost as if the workshop is set up to provoke this happening. Isabel says that in Zimbabwe it usually happens due to money going missing.

A few days ago Ivan made the point in the lecture that collective enterprises always fail because people steal (reflecting the organisation). Now the participants are experiencing that happening. In a way I feel sorry for the leadership. It would probably have been the same whoever was in the leadership.

What I find fresh about this workshop is that it does get into real issues and is not really about idealism (though trying to empower peasants is always there). I recall Rob Sacco saying how

he experiences people having very little respect for public property. That is what is happening here and the workshop is taking the participants through that experience to help them find ways to deal with that - because if that is not dealt with they will never be able to get anywhere in today's world.

I like Isabel's way of drawing. She can hold workshops to train in this. We must bear this in mind for our "Training Trainers" workshop. We could also include an introduction to OW, make people aware - a couple of days perhaps. This could then lead to them happening elsewhere through our PELUM contacts.

Earlier this morning Señor Homwana asked Fernando, if it were possible, would he be prepared to go to Zimbabwe for training. He would ask Ursula from terre des hommes. I think Isabel had hinted that it may be possible for someone to go for training at Fambidzanai.

On my way back from the lecture I had a short chat with Luigi. He has no problem with me taking participants to walk around his farm.

19/01/95

I notice that a lot of people around here are missing quite a number of their teeth.

A point I've just recalled from my discussion with Luigi: he thinks it is a good idea to grow sugar-cane on the edge of the canal but that bananas should not be too close, about 4 metres.

A short walk with Señor Homwana to decide on a place to do some practical work in the training. It was a little frustrating because we would decide on one place and then he would change his mind. I think he was imagining a large area and I have in mind a small place purely for demonstration. Also it became apparent to me that the Union had done spurts and then left it to get overgrown - the old story of an institution trying to look after something. Anyway in the end we agreed on somewhere. Time is ticking by and I'm wondering whether we'll ever do any training.

It is a very windy day, gusty. My tent is full of sand and I keep thinking it is going to blow away or rip apart. It's taking a lot of strain.

A very short meeting of organisers in which Ivan said something along the following lines: "We have a bad situation. The teams are out working and they are working well but the administration of the participants' enterprise has not come for food and there is no cooking going on. Because we recognise the need for the people to eat we will hand some food out to them but in doing so we will denounce the inefficiency of the administration and tell them they must do something about it. The aim of the training is to awaken the consciousness of the peasants so that they do not continue to let their leadership mal administer. We have to provoke a situation which awakens their consciousness. The problem of the participants' enterprise is not those working in the canals and at the buildings but in the administration."

"This training project has been approved by terre des hommes, we heard by fax delivered from Maputo. This could be just the beginning, there could be a much bigger programme to

get a training centre going. But how can that happen if it has been illustrated that a small project like this workshop cannot be administered by the participants. I have been talking of the reconstruction of the canals and the buildings, now I am talking about the moral reconstruction of the peasantry of Mozambique." Everyone concurred that this action should be taken.

So instead of awareness through discussion (Paulo Freire) this is awareness-raising through real experience.

The north and east winds do not bring rain, only the South which is blowing to-day.

There are virtually no chickens around. It seems that Newcastle disease wiped them all out last year.

The wind is getting stronger and stronger. Crisis meeting with the participants. (Ivan criticises some "Freire" people for having no training programme but yet this OW is incredibly flexible!! Its flexibility is a strength but the director of the workshop has to be on the ball). Ivan is making strong criticism of the leadership at present. It takes courage to do this - it certainly is facing up to issues instead of sidelining them.

I wonder what the leadership is thinking as Ivan accuses them of sitting there and drinking tea. To all the participants: "The responsibility of the leadership is ALSO your responsibility. I'm not going to give you a solution. That lies with you".

Talking to Ivan after the meeting what he summarised is that "what is happening out there (meaning with the participants' enterprise) is a growing sense of critical awareness which is what empowerment is about." He predicts that a change won't necessarily happen yet but he plans in to-day's lecture to try and equip people with the problem as it is - and then something will happen. I said that I didn't like the term experiment and preferred experience to describe this workshop - a sociological experience. Of course, it is also an experiment because one is always looking to improve. In Spanish they use "laboratorio". There's a layer of dust covering everything everywhere.

Last night I was reading in the Labra papers about the whole process of analysis - synthesis. What they claim is that what formal education gives to people is the ability to analyse. Those without the formal education do not have this ability (to the same extent).

Now, in my reckoning in to-day's world, especially the more industrialised or industrialising, the analysis is happening but not the synthesis, or not the synthesis in a holistic way - and that's where things like permaculture, HRM, PRA come in. They are tools for analysis and which synthesise again in a holistic way. Many people say "Permaculture is really just doing what was done traditionally ". But it is more than that - it recognises the value of many of the traditional practises but goes a step further - the intercropping happens because it has been thought through and not because it's traditional. And in that way it can go further.

Working in development we mustn't fall into the trap of over-compensating for mistakes that

were made in the past, and so over-sentimentalize traditional practises. Let us look at the wisdom of traditions, recognise them etc but we must move further than that and we will only do that with the tools of analysis combined with synthesis. Maybe I've been wrong in the past to say that permaculture is appropriate only for the more formally educated. Perhaps given the ability, those with little formal education and given the awareness of critical analysis can also quite easily handle permaculture.

Being based here for a time has shifted me towards realising that the work at grassroots is what really matters.

Conventional agriculture did the analysis but not the synthesis.

I've just learnt that the participants, before this workshop, were told that there would be a training programme in January in carpentry, building, typing and, primarily, agriculture so that people would become more productive and not have the threat of their land being taken away because they are not productive. It's nearly the end of the 2nd week and there has been no training in agriculture. They were told nothing about any training in organisation.

Fernando and I went off to be in time for the 2pm lecture and sat waiting for about an hour. Most of the other members of the organisers' enterprise were there but Ivan and Isabel did not turn up. At 3pm we were told that the lecture was cancelled because the participants were still meeting (a handful of participants had made their way to the lecture room, perhaps those who had gone home to eat).

On returning we found different groups of participants in discussion - is it like a boil bursting? Fernando has gone off to find out what is going on. Next instalment when he passes the news onto me!

The participants requested that Señor Homwana be with them but Ivan told them that that was not possible because he was busy and anyway what happens when he dies, "are you going to die as well".

Ivan told the participants that he wants all the records correctly (not false), how many people, who, how many metres done each day, how much people would like to receive?

An evening trip to Manhica to organise for somewhere to stay when we go to Maputo tomorrow. I phoned Rui Fonseca but unfortunately he will be in Beira from tomorrow. I also got through to Harare and spoke to C, N and B. That was a real bonus, so good to hear their voices, the distance shrunk.

On the way home we met a number of participants also on their way home. Ivan and Isabel took the opportunity to ask them how things were going. One old man talked on a long time about how youngsters were coming for food but not doing any work.

When Ivan, urging him on, suggested a change in leadership that was going too far. The man quickly said goodbye and went on. Ivan and Isabel said that in Latin America the leadership

would often change but they have found that it just doesn't happen here - people do not want to upset the status quo (that is what they refer to as "pastoralism" - but they have the wrong term).

FRIDAY 20/1/95

It was 6:30am by the time we (Fenando, the monitors x15 and myself) got out into the field to start slashing the small Union area where demonstration work will be done. The work went fast, the rhythm of working songs pushing the momentum - it always slowed down when the singing stopped. We then piled the organic matter up into 3 compost piles, cutting it up fairly small and pouring water onto it, removing any dry reed stems. A lot of green matter but I am worried that it is still too coarse and won't heat up - we shall see. Next week I want to make compost from other materials to compare.

By 9.30am we were back at base and I broke the monitors into 3 groups (2 men and one woman). When someone asked "why separate the women" I explained that I thought that that way they would be able to participate more because in a group with men they would be sidelined. People seemed to agree with this.

I asked the groups to do a map of the flats below illustrating the canals, roads etc (not pure PRA in that we didn't leave it completely open but the aim is to use this exercise to come up with a clear map of the canals). They took about an hour to do so. I was a little disappointed with the maps; they didn't bring in a lot of decoration - perhaps some pictures of maps elsewhere would stimulate more.

Nevertheless it was a very useful exercise, with lots of information being exchanged and misunderstandings amongst the monitors about the canals being cleared up - and we've gone a definite step towards coming up with a map of the layout of the canal system which I think should be an aim. We are going to try and find an aerial photo. This will help strengthen Munguine's case if there is a threat to take their land.

After visiting each map I then asked the whole group:

- i) What happened during the exercise and
- ii) How was the exercise useful?

There was only one response to the first question, someone saying they thought at first that it would be too difficult but they realised once they started that it was not so difficult. In answer to the second question came:

- We are able to open the canals and see how it is going
- It will help us to know what to plant and where
- We can understand the whole canal system better
- We can share information
- I can show people where my farm is and talk about it.

I explained that it would be their task next week to work with a group each and that having

explained the task, they must let each group get on with the task themselves.

Afterwards they should ask the same questions and get discussion going. I then gave them why I thought the exercise was useful:

- i) One doesn't have to be an expert to produce a map which can serve a useful purpose.
- ii) It allows lots of people to participate and share information
- iii) It allows a group to consider the whole situation, not just a part.

I summarised by linking it to the workshop to date, saying that it was a tool to help make use of the land more effectively, and in a more organised way.

All in all I am pleased with the first morning of "training". The challenge is going to be to link the monitors with the whole group.

It seems as if the secretary of the participants' enterprise is causing all sorts of problems. He's a fellow who was sacked from the Post Office in Manhica 13 years ago for ripping off money. Well educated and able to type - that's why he was chosen. Such people can be a great threat to peasant communities. It seems as if he has been manipulating everything but people fear him.

Today's lecture: Many people were falling asleep - Ivan clapped loudly and gave them a fright to awaken them.

Ivan told me earlier today that he was worried at one point yesterday that the whole workshop would collapse.

The other organisers are feeling great shame, that the workshop is going like this, they feel it is a bad reflection on Munguine - how can people behave so badly, these people have come all the way from Zimbabwe and our community behaves like this etc etc. The Labras have tried to assure them that this happens everywhere but they don't accept that, they think that it is us trying to make excuses for them.

Ivan today in the lecture talked about "lumpens" in general, the skivers of society, the chancers and then he went on to say that they often get into positions of power (obviously directing this at the secretary). He had everyone laughing and discussing (and let them do so for a time) - i.e very light-hearted on the surface, lots of laughter "I think everyone is going to recognise the Lumpens" etc. Ivan did it in a very masterly way. Went on to say "sometimes the lumpens are beaten but they keep going" (laughing). "The people of Munguine are very good - if someone makes a mistake you give him a chance. But that is dangerous. It is better to get the lumpen out - s/he will rob and cause the enterprise to collapse." Aimed straight at the Secretary!

Then he jumped back to give a summary of all the different workers in a capitalist economy. This workshop is almost a theatre and Ivan is the leading actor! and does it well. He said yesterday that that is the problem with the other organisers. They don't realise that he is

acting a lot of the time. In the lecture Ivan then talked of the problem with young people in a community like this. They go to Maputo, don't find employment and become lumpens.

"The solution for this problem of young people is to create employment HERE in Munguine." (Most of the other notes on the lectures are on separate papers).

Continuing from today's lecture: Ivan, having talked about the problem of unemployment in general, then brought the whole thing down-to-earth by talking of the plans to start a training centre here in Munguine.

"There is a big difference between an army (which is a form of organisation) and an organisation for production: in a war the enemy lives far away, in a peasant organisation the enemy is within, and often is not recognised. He talks, confuses people etc etc (here goes at the secretary again). The enemy within causes confusion and then in the middle of the confusion he grabs."

A big clap at the end of to-day's lecture.

21/1/95

In Maputo for the weekend. The Labras and I had a long discussion about the links between OW and PRA. They are quite enthusiastic about the PRA tools within the context of the workshop (e.g they really thought the mapping exercise yesterday was very useful) because they see it moving way beyond the research-emphasis of PRA as it is now (even though it sees itself as more than this). They agreed with me fully that one of the dangers of PRA is that it is over-compensating for mistakes in the past. We also discussed the whole issue of one's relationship with rural communities and that it is no good trying to pretend one is one of them. Their strong feeling is that, in life, one needs to maintain one's identity.

We have just paid a visit to the market - a well organised people's market, the stalls were loaded in typical fashion - and not too crowded. We then drove along the beach-front and around the city. Everything seems to be calm and is not run-down (like Dar es Salaam for example). I suppose I was expecting everything to be in a general state of disrepair. Mozambique conjures those images after all these years of hearing about its war and general plight. My first impressions of Maputo are very good.

22/1/95

Breakfast discussion revolved around the problem the Labras have had with people taking their innovation and lecturing on it etc without really knowing enough about it: property rights.

Later, I went for a walk around the district of Maputo near Dona Caterina's house - some very beautiful houses, all with virtually no garden: town-houses. A lot of security guards around, day-time as well. We went to Costa do Sol for lunch -the restaurant looks out onto a long beach, lots of people, but not at all crowded, enjoying Sunday at the beach.

On the way back to Munguine we VERY nearly had an accident. I still feel shaken from it

now. All due to an idiot driver in front of us. I really don't know how the oncoming vehicle missed us.

MONDAY - 23/1/95

Fernando and I worked with the monitors (18 now - one from each of the Associations or Co-ops represented here). This will be the pattern for the rest of the time here - we work together on the Union "demonstration" area. Some worked on digging out the roots from the nursery area. Others continued to slash so as to make the area about 40m x 40m. Fernando and I dug an example pit for planting bananas (1m diameter pit, 1m wide bed all the way round - filled with slashed grass and weeds). Put more water on the compost heaps - they are not heating up yet. I have my doubts whether they will.

When I explained the pit bed to the group they had lots of suggestions for adaptations - I emphasised the importance of this, adapting as appropriate. We worked from about 6.15 - 10 and then came up to the Union base and this time each member did their own map. I gently encouraged them to use more "things" (colours, leaves etc). The maps were much much more illustrative this time, people were not so inhibited by the exercise and having done it once got stuck right in. I was pleased to see that one of the older members had done, on paper, a map of his Association area over the weekend ie: the "mapping" tool has become one which they will probably continue to use - this is definitely a step further than PRA (is this PRI - I for implementation?!).

Over the weekend I discussed with the Labras the possibility of combining again in Tete. They are planning to run two workshops there in May (concurrently), one in June and one in August. From what they say a big issue will be grazing management. I have a feeling that this will go very well with an OW. The grazing planning could be done fairly early in the workshop and then the grazing movement carried out, assessed and discussed during the workshop itself. Of course during the rainy season would be better. Grazing is really something that requires collective organised action.

In the report backs from each monitor's map a number of issues come out:

- Pests are a big problem, particularly on vegetables. Some groups are using pesticides. More used to use but say they can't afford them now. Others have not used at all.
- Transport to market is another problem a number of associations are facing. The Union is hoping to sort this out.
- One Co-op had the problem of silt from a road filling up their canal. Another had the problem of too much water when it rains and no way to drain it because surrounded by hills.
- Most used to use manure but now very few do because most of the cattle died in the war.

Second last lecture on the Theory of Organisation: All participants are singing to start the

session, something like "Zimbabwe has come to help us".

Ivan started by congratulating the enterprise, saying things are improving all the time, pointing to the 4 blackboards that participants painted on the wall over the weekend. (The Labras brought Blackboard paint and masking tape). Ivan then moved onto revision, getting feedback from participants. Lumpen in Ronga is MULWENI (see other notes for rest of lecture).

Before lunch to-day Señor Homwana gave all the organisers a strict talk about paying proper respect to people, especially visitors. Sometimes I feel "over-respected" and am not quite sure how to handle it because I, in turn, must be respectful.

Today's lecture finished with the importance of doing work-plans. Ivan and Isabel have a simple outline for this: TASKS; THOSE TO WORK ON THESE; COMPLETION DATE; SUPERVISOR. After the lectures everyone broke up into their sections and did a work-plan (eg. Canal No 1; No 2 etc; Reconstruction). Another good example of theory becoming practice immediately, within a working situation. Fernando and I worked with the monitors to draw up a work-plan for the next week.

This morning all participants received a cup of tea when they arrived at 6 a.m. This was a new happening. Perhaps Ivan's dig at the Directors drinking tea all the time brought this about!

Just when it appears that things are going smoothly a whole mess starts to emerge. During the workplan exercise Isabel came across a hornet's nest. There are accusations that the examiners are trying to manipulate everything for their own personal benefit (working-class opportunism). They are very active around canals 1 to 3. Lots of people were put on these canals which are shorter and smaller than 4 and 5 and all the outsiders (those from other canal systems) were allocated to canals 1 to 3. Last week they finished and instead of moving over to help the small groups in 4 - 6 they have started doing side canals to the personal fields of the miners.

The measuring is up the pole, some of it must be to do with purposeful manipulation as examiners must know metres while some of it is to do with a lack of understanding. As Isabel says, the opportunism that is going on must be condemned or it will be seen as being condoned. Although this kind of issue will not be resolved in the workshop, people have to be given the tools so that they can begin to face up to it.

It is, of course, the poorer elements being exploited. And looking at it as a whole: it is probably only through collective action that peasant communities are going to be able to face up to the kind of exploitation they are suffering and to look and work, instead, towards an improvement of their quality of life. But that collective action cannot be dealt with until things are sorted out within the community and participatory, effective and accountable organisation starts to happen. I can see now that starting with goal formation in a situation like this is not the first step. That is part of a decision-making tool that comes later, once the organisation is in place.

Establishing effective organisation is in effect the "Trust" that Savory talks about so often. And talking of Savory, I have been thinking about the whole issue of ownership quite a bit. He always says management and ownership must be seen as separate issues, that ownership is a legal issue. That's bullshit. I have always felt that, and I can now see why more clearly. There cannot really be participatory management if there are only one or two owners. Sure it can go to a certain extent but that's all. Only when those working own the means of production will they fully participate.

And I think of Africa, and its communal background and all those grazing areas (requiring collective action). It's the continent that can lead to a new way of living - not the capitalist, free market, not the centralised, socialist Government bureaucracies lost in their rhetoric, not the liberal Green Party dreaming, but a down-to-earth, practical 1990s into the 20th century answer in which people are given the process tools which allow them to organise themselves, to work with the natural processes, to be more holistic, to face up to exploitation - an approach which grows out of past wisdom but doesn't get lost in it.

I remember Bill Mollison saying at the Permaculture course he ran in 1987 that his advice was to have a meeting to decide that would be the last meeting. OK, that's extreme, but that level of attitude is VERY dangerous - liberal westeners who associate anything like that with bureaucracy. That's not bureaucracy at all. It's like saying food is poisonous because it comes from plants and some plants are poisonous. Amongst the well-to-do, talking like that may not cause much harm but amongst communities like this that sort of attitude condemns them. If only people would stick to their innovations!!

24/1/95

The days tick by. Just over a week left now. Ivan said last night that he thought we really needed 45 days for this particular workshop.

Squeals of a dog as it gets booted out. I forgot to take my malaria pills last night. The flies are bad this morning and it's raining.

I had a good session with Isabel yesterday evening discussing my training plan. She had good suggestions and we've started thinking about suitable transparencies.

Continued work with the monitors on the small demonstration plot. I learnt to-day that it doesn't belong to the Union but is privately owned. I wonder for how long it will be looked after. If worst comes to worst it will serve only as a demonstration for this workshop and the monitors will have gained something from the experience of doing it.

To-day we put the nursery bed and path system in, completed 3 more banana pits, finished slashing the whole area, cleaned 2 small canals and collected some water hyacinth to make compost. (The other heaps are not heating yet).

At 8 a.m Fernando and I left the group to attend an Organisers' Meeting. Ivan opened it by saying that reports must include everything; "it seems as if there are problems but we need to

know what they are so that we can sort them out. The course could "appear" to be a success if the canals are open and the pumps working but if the organisation is not on track and falls apart then it is not a success. We need to start strategising what to do after the course." At this point Ivan then talked a little about the value of CRITICISM, that it is one of our very valuable tools. All criticisms are good (even if wrong) if made within the meeting. They are destructive if made outside the meeting (even if valid). If made in the meeting the person against whom it is being made has the chance to answer. I like this principle. Perhaps we could try and adopt it in PELUM.

In order to get things moving Señor Homwana, as the senior member, skillfully hinted at the problem in the canals (faking numbers, wrong measurement and too many on numbers 1 to 3) without going into any detail. This was obviously enough to open the way for the other organisers to pour out the issues, which they did. After it had all came out, one by one, Ivan gently pushing things, Ivan went on to give a "reflection on what's happening" as follows (this is also what came up in his lecture in the afternoon):

These problems are not going to be resolved in this workshop but they must be exposed, people must be given the tools to resolve them: "This is a particular social psychology at work, an attitude which is not only characteristic here in Mozambique but everywhere, Zimbabwe, Namibia, Latin America. It is a characteristic of the small artisan producer who looks only at how (s)he can benefit, not at the whole issue, not at how the whole community can benefit. (S)he thinks only of his small field, his situation and as a result is forever opportunistic - here it is illustrated by people trying to use this workshop to ensure that their own personal fields have canals.

There are 2 forms of this social psychology:

- i) Ideological - where people are not aware that they are behaving like this. The way to combat this is to criticise it, expose it for what is, give people the opportunity to change (in the short-term and long-term).
- ii) When a person is aware, and will not change, and continues the personal scheming it becomes POLITICAL. The only way to deal with such people is to throw them out of the organisation, otherwise their scheming will divide the organisation.

(Days are becoming very busy and I am hardly having a chance to keep this diary up-to-date!!)

The ways to protect the organisation from this kind of behaviour are:

- The use of meetings
- Vigilance (everyone being aware)
- Criticism (in the meetings)
- Unity
- Discipline."

Ivan went on to talk about possible tools that can be used in this workshop to combat the particular problem being faced:

- To-day's lecture
- Make the criticism to the Directors
- Create a crisis by cutting off credit. (This can only be used if there is some strength in the group).
- Use of some kind of drama

After this meeting Fernando and I returned to the agriculture group (as it is now known). They had started making compost from water hyacinth. We had to remove a few Lady Finger bananas (which no-one here really likes) and I suddenly remembered to use them to make seedlings containers. Ivan and Isabel could find none in Maputo when they were last there.

The path system is starting to take shape and when we had our discussion I emphasised the importance of having a path system and not walking on the soil where growing.

After the lecture I did a scoring exercise with the monitors, setting up the matrix with the whole group and then dividing into 3 to do the scoring. They looked at fruit trees, some interesting results, especially the differences. As an exercise it wasn't that well done because in 2 of the groups it tended to be dominated by 2 people. We will discuss this issue later and do at least one more scoring exercise before they do it with the whole group.

25/1/94 (Wednesday)

We are definitely not going to get that far in preparing the demonstration area. I wish we had started near the beginning of the workshop; it's all so much clearer now I have been through an OW. I should have asked the enterprise for a small team representing the different Co-ops and Associations early on and we could have accomplished so much more. It seems silly that I didn't as I easily had the time. Perhaps the Labras could have explained better or perhaps I had to learn this through experience. The training/ demonstration can be one of the activities.

In the practical work I was able to get onto demonstrating double-digging. Tomorrow the small group for that will get on and do it.

I'm working with Fernando on translating my training programme into Portuguese. Two secretaries have arrived and will be here until the end, typing stencils for the Memorandum. Each participant will have a copy, a record of the workshop.

To-day a Co-ordination meeting for participants was held. In effect, it dissolved the "Directors". They became instead the office and sent along one representative. There were representatives from each of the canals, the agriculture group, the construction group, the kitchen and the office. This was the shift from the vertical to the horizontal structure. Ivan and Homwana will use this as a basis for the ongoing organisational structure, bringing in some of the organisers like Celina and Marguerida.

In the afternoon was the mapping exercise with the whole group. It was quite an experience. I gave a brief introduction and then each Association/Co-operative went off to do a map, with one of the monitors as facilitator. There was still quite a large group left, mostly youngsters, made up of people who don't belong to an Association or Co-op (about 50). We broke them into 4 groups to do a map of the whole area. They seemed reluctant and confused. But they made a start.

At first, I thought the whole exercise was not going to go very well - there were lines being scratched in the earth, a bit of talking going on but it did not seem very active. And then it started gathering momentum. The big group really demonstrated a dynamic of its own. One or two groups started using the colours and collecting leaves to illustrate their map. Others followed suit; some started collecting brightly coloured fruits; the monitors were encouraging them. There was more and more discussion going on, a buzz of movement and involvement.

I was taken aback. I could see something happening that I hadn't dreamt of. I told members of the organisers' enterprise to come and have a look round. I took quite a few slides but wished I had had a video camera to capture everything more effectively. The youngsters' group started becoming very creative, particularly one of the maps - electricity lines, railway line, market place etc all clearly depicted (they made the canal area quite small - obviously not that important to them).

And it just kept going. Señor Homwana came to me and said "It's fantastic. Everyone is participating. The people from the kitchen, those from the office. They are all joining in." Here was a mapping exercise being done by 250 people - and I had become an observer, it was the participants' tool. And it was the context of this OW that made it possible.

In one map the group had even made fishing rods and were hanging them over a log into their "river"!! When I wanted to take a photo they kept "catching fish" and I had to ask them to keep still for a while.

Everyone insisted that I and Fernando visit every map. I was not organised enough to get all the information down. Having done it once and experienced it I will be able to plan better next time. I had no idea how it would go. But anyway, the main aim of the exercise was to illustrate for the participants the value of doing ground-maps to assess and plan. As I went around I hinted at the different possibilities. Many people said that they had not thought that they could produce such a good map.

The Labras also found the mapping exercise to be a powerful tool to increase people's overall understanding of their situation. It was the sheer numbers that was overpowering. The monitors needed to have been better equipped for the exercise to go to greater depths.

In our evening discussion over a couple of beers the Labras talked about De Moraes and how he runs workshops - he does not use overheads at all, is very good at telling stories and using drama. He is also a keen chess player and uses it to illustrate certain points, makes a big chess board on the floor and then people take the positions, wearing hats for their part. If the Bishop goes forward instead of sideways he says "No, don't you know Bishops, they always

go sideways, never direct. The pawns are the peasants, going forward step by step, one at a time." He also has lots of chess sets with him and people play in the evenings and he shows them how to think ahead as far as moves go. He thinks it's a very good game to teach people to think ahead; something which he feels peasants lack and puts them at a disadvantage.

At lunch-time Lea Buenaventura and a high-up elderly lady in the Ministry of Education visited. The latter had done a Masters Degree at Hull University 91 - 92 and so spoke English well. Isabel told me later that she (this lady) had started to grill Isabel who had gone on the offensive, asking what they were doing about literacy. The lady said they were working on draft manuals and testing them in the field. The Labras say that in their experience that is always the case when you go to a Government Ministry - they're testing manuals in the field!

In the evening they also talked of how De Morais worked with groups on the Mexican/Guatemala border and how in one OW they set up production to milk poison from snakes. This was in the 70s. It is the children of that same group who rose up a couple of years ago and declared their area independent - the Mexican army can't reach them. When the Labras heard about it they knew that De Morais must have been connected somehow!

Thursday 26/1/95

It was hot by 6.30 am. Work went slowly in the field. Six people were missing: two sick, the other four probably staying away because it is said that people are not going to receive money individually for their work from the Development Fund (in fact this is a rumour because nothing has been decided). When I came back up top at about 8.30 I learnt that the whole construction crew, mostly youngsters, had gone on strike for the above reason.

Another crisis for the group to face up to. I was a little disappointed by the non-appearance of the four monitors. I didn't see what we're doing as purely work. Perhaps they did. Ivan went ahead and handed everything over to Homwana and the Co-ordination Committee. He says that it's a pity this crisis happened so late in the workshop. He has, I think, found the whole workshop to develop more slowly than expected.

Isabel had done some good transparencies and I did a few. There were some delays and my "lecture" started at about 3.15, finishing about 4.20. I went through the basics of soil fertility and then covered some of the techniques for gardens (compost, double digging, fertility trenches and pit beds).

I found myself in two minds all the way through. There was I "lecturing" and not used to that at all as I have moved away from that more and more in recent years. But yet there was no option with over 200 participants (or was there?). I stressed that I was coming with suggestions. I felt, at least I am giving something to the community that may be of use and help their production - I am not just taking.

But at the same time, a "PRA" instinct kept working at me: was I like an expert coming in and undermining the community's belief in itself. They have skills, they have knowledge - they must recognise that. But at the same time there is room to bring in new possibilities. I

made one mistake by suggesting, amongst a number of possibilities, the use of green manure (sesbania, marejea) on its own as part of a rotation. People felt that was a waste of space (yet their agriculture is mostly very unintensified). It's a valid point and I was pleased they expressed it.

At lunch to-day a new Director in the Ministry of Labour came to visit. That's the Ministry that deals with Co-ops and Associations. He was accompanied by someone who described himself as a black American, although he did not have an American accent. His father is American and his mother is Liberian. He has been in Mozambique for 4 years and says the Mozambican equivalent of Agritex in Zimbabwe hardly ever go out into the fields. On their way he and this new Director had picked the "Engineer" (Extension Official) up from Maragra.

Homwana greeted the extensionist by saying "we never see you." The extensionist was reprimanded by his Director for this.

The mosquitoes really are thick in this place. Fernando says they sometimes put some sugar on a burning coal and that kills mosquitoes. The Labras are in Maputo tonight, bringing the people from there tomorrow morning who will install the pumps for the canals.

Homwana met with the co-ordinators from the construction groups and has no idea whether they will be at work tomorrow. The mosquitoes are getting me through my shirt. It hit 37 degrees celcius in the shade to-day. The build up to the heavy February rains has started.

Friday 27/1/95

Somehow I feel the workshop has lost some momentum. There's a steady ticking over, a daily routine but I'm sure the "strike" is continuing. Everything feels more normal, which is perhaps as it should be - and then we slip quietly away next week.

I think there should be more reinforcement of the Theory of Organisation lectures. Important things are said but I am not sure how much is absorbed - could not people work in smaller groups to discuss and reinforce their understanding of what has been given in a main lecture?

There goes a tractor, flying past and then screeching to a halt!

Waking up this morning I found that PRA instinct working away stronger. Somehow within the context of this kind of workshop I think that the initial set of exercises should be around a variety of PRA exercises and then it would be possible to move onto more sharing of knowledge. I have a feeling I am trying to cover too much in the "training". I should have taken more heed of Roland Bunch's approach; but then it's difficult to pick on one or two things that I feel are most definitely appropriate. I have taken the approach, instead, to offer a number of possibilities (a basket of choices?) for people to select those they think will be useful. The idea of planning is one that I want to come through strong and I think will.

The soil at the Demonstration plot just doesn't absorb water. In digging out the cane we have overworked it, no alternative in this case but nevertheless distressing. You water and water

and then next day have a look and only the top 5cm are wet, bone dry below that.

To-day I went down at 6.15 and started pricking out the tomato seedlings into a nursery bed. 7 o'clock came along and no-one else turned up. 7.30 and still no-one. Eventually the group turned up at 7.40. I asked them what had happened and they said, "Nothing, nothing, we were drinking tea".

Later Fernando told me that there had been pressure from the construction people on the others to stop working. Some of the canal groups agreed and didn't go, some did go and in the end 17 of the Agriculture group turned up. A little work was done, including the planting of quite a bit of seed (tomatoes and onions.) The sesbania has not germinated well. It may be difficult to find viable seed.

Later Fernando gave me an overview of how he sees the "strike" problem has developed. At first people came to the course to learn. They were not thinking about earning money. But during Ivan's lecture when he talked about "the more you work, the more you will earn "or something along those lines, some of the youngsters interpreted this general statement as referring to the specific situation of the workshop. They suddenly thought they could earn a good amount of money. Word went around and other youngsters tried to join and then Homwana told them that the course was not about earning money. They became upset and hence the strike.

Isabel later told me that she had heard the secretary was behind it, that he had had a meeting with some of the youngsters and had told them that the cooks had been paid, and the builders.

They had been but this was a separate issue - the cooks were hired for the first four days, the builders were hired as specialists and are not participants. Anyway it seems as if Homwana had agreed to their demands, saying he would manage somehow to give them payment. He seems very tired and a little depressed. Suddenly the weight is on him. Has the workshop changed the situation by leaving it in his care and stirring up everything in the hope that people will start to participate more, wake up to their plight?

The organisers seem quite unmotivated. The Labras have become quite critical of them, especially their tendency to gossip. They want to table this issue in a meeting next week.

At this stage I am not sure what the whole organisational structure exactly is. It doesn't seem that clear.

It has been another very hot day and I am feeling very drained. After work I did a scoring exercise with the monitors, looking at different types of cassava. It went well - some interesting results and sharing of information amongst themselves. I hope we can produce it for the memorandum.

We also prepared, or I thought we had prepared for, a scoring exercise with the whole group. But we had not prepared enough. We should have repeated exactly what had been done with the monitors. Instead we developed a new one looking at the 10 crops they grow on the flats

(banana, cassava, sweet potato, groundnut, sugarcane, maize, nyemba, tomato, onions, cabbage). The monitors thought it better if we establish the criteria for comparison beforehand and so we did: marketability, pest resistance, disease resistance (there was a muddle over this, I thought it was seed storage - sida in Portuguese is a disease), income, storage life.

I was beginning to realise that doing a ranking exercise with so large a group was going to be tough. Anyway the time came and everyone broke into their Associations/Co-ops and the exercise started. It then became apparent that a number of the monitors had not understood the exercise. I had to get Fernando to go around and explain one by one. Some monitors had understood well and they went on well with the exercise - lots of heated discussion. But overall I would not say it was a success. For those monitors who did not understand, it became something they were embarrassed about and that's not as it should have been at all.

Talking to Ivan later I suggested that it would be good to try and explore having the "Resource Management" organisation running parallel with the Social Organisation (which is the OW). This would mean it starting much earlier on in the workshop. There would need to be a team. In effect it would be a PRA of some kind and then move into the planning of the different aspects - grazing, garden etc with some implementation. There could be training (sharing of knowledge) at this stage.

On this workshop I've felt very unprepared, hesitant, uneasy about my input. A lot of this has been to do with not knowing what these workshops are like - also the fact that Richard (and not I) did the initial visit didn't help. His descriptions etc were good but it's nothing like actually seeing the place.

The Labras came back from Maputo with the technician to get the big water-pumps going. He was not able to do a thing because the batteries were flat and some pipes were missing.

In the evening I came into Maputo with the Labras, bringing the technician back. We will spend the weekend here. There is no water in Caterina's house and so I could not have the long cold shower I had hoped for. I feel weary and hope I can gather strength this weekend for a final burst during the last 3 days next week.

28/1/95

In Maputo. At lunch today Ivan and I got talking on the issue of establishing close links. He seems very keen. And so am I. My only worry is the Zimbabwe politics amongst NGOs. How is this OW seen? The amalgamation of the OW along with PRA/PC/ HRM is becoming clearer and clearer in my mind, also the balance of "handing over the stick" to villagers along with giving something, not just going and getting information - sharing knowledge, making suggestions etc.

The first 10 days of the workshop could follow a joint assessment. This is also the equalising process. A whole lot of information could be gathered. (It would later be put in the memorandum and would be permanently available to the community into the future). Thereafter a planning process could take place and training (appropriate). At this stage,

outsiders would be giving input, not as experts coming in and talking down to people, but as people with different experience, and a certain amount to share. By this stage a certain bond would have developed. Everyone would have been living together for a while. And outsiders must be prepared to give something. They shouldn't be coming as researchers only. And there is need for more organisation in the form of planning and improving certain techniques. But the planning would be done by villagers (not Agritex etc) and they would therefore "own" it. The future seems very busy.

Sunday 29/1/95

I woke up this morning with a brainwave. I've been worrying about the "lectures"; what I will do for the Pest Control one on Monday is include a short play around the use of pesticides as follows:

A smooth city man arrives in the community, flatters everyone, chats, laughs, generally overacts. He then asks people how the farming is going. What problems do they face? They talk about water-logging and also say they are having problems with a particular pest on their cabbages. "Ah!" says the city slicker. "I've got the answer to that. I've got something that will kill everything. Dead. No problem. Just use this." Everyone clamours and says give us some, give us some. He holds out the bottle, someone goes to take. He says "Wait, I need some money" "Money, money, money," says everyone and then eventually someone says "OK, here is the money" and he goes to pay. As the transaction is taking place someone else comes from behind and shouts loudly "STOP!" Everyone freezes. This person then says "Think carefully before you act. What does it mean to use this pesticide. Yes, it will probably kill all the pests but it will also ..... and (s)he goes on to outline all the other factors that have to be taken into account.

I will practise it with the monitors and see whether it's worth doing or not.

At times I think, who the hell am I, a Zimbabwean, coming to Munguine to make suggestions on how they can farm more intensively. But then I suppose the important thing is not so much the making or not of suggestions but the context into which they are made. If they are recognised as possibilities and not as "the way" to do things then that's OK. The main aim should be to develop a context in which people are well organised, vigilant against the opportunists, doing their own analysis, trying things out themselves, and being creative, and in which there is a wide level of participation.

Señor Homwana has said to me a number of times when we have done PRA exercises: "Look how so many people are animated" Perhaps he is recognising greater participation.

Monday 30/1/95

The last week. It started to rain last night, a few drops, and so I zipped the tent up to waterproof it and then the rain came sweeping in, it seemed like a heavy storm and then just as suddenly it stopped. The tent became like an oven and I had to unzip everything again. Half-an-hour later the whole thing was repeated. At least the air is fresher and there is some dull cloud overhead to keep the sun at bay for a while.

Yesterday when we got back I went down to the mashamba (agriculture plot). The heap with fresh cattle manure is getting warm throughout - at least one of them.

There's a vicious dog-fight going on and everyone is cheering them on.

My feelings about this OW as we draw to an end are mixed. I recognise its great potential, there's no doubt about that. I also recognise the value of Isabel and Ivan's experience in carrying them out. But I also feel that they can be fuller, that more can be made of the month without necessarily upsetting the organisational learning experience of the participants. I feel that this one has not been as effective as it could be because the group of organisers dawdled rather; often they seemed lost, shuffling endless paper and endless lists.

The organisational aspect is a definite step towards ownership of projects by communities, so much can come into its context but as I have said earlier the whole resource management aspect must start earlier in the course.

Ivan: "The most important part of this workshop is for people to realise they can do things for themselves". He could be talking at a PRA workshop.

To-day's lecture went well enough: revised ranking, giving examples from what the monitors had done and emphasised its use as a planning tool for Co-ops and Associations. People were involved, obviously disagreeing with some of the rankings that had been given.

I gave an overview of pest control strategies, giving different examples. There were not too many nodding (sleeping) heads. Ended with chemical insecticides as an option and went into the drama. Participants were hesitant in the acting - satisfactory I would say. Raimundo still talked with his back to the audience and they did not stop when there was laughter or a general buzz, meaning that the audience missed parts. We have been asked to do it again at the closing ceremony.

There is already quite a build-up to the closing ceremony. I am worried that the people I get a lift with will stay and drink and we will end up going on that nightmarish road to Maputo at night. The driving is appalling here in Mozambique. Maybe I'll offer to drive.

Today while down at the mashamba and discussing what had been done during the morning a bat suddenly flew out from the funnel of a lady-finger banana we had cut to make seedling sleeves. It made for discussion.

The OW provides a context for PRA to be applied in the way Chambers envisaged in his 1992 paper, a non-research way in which it is a tool for community members. It also provides the context for grassroots work using HRM, PC, LEISA, LFA etc and aspects of TFT (non-religious).

31/1/95

The rain came down and dripped its way into my tent - I realised this morning that the outside part was not put up tight enough. With wet feet I did not sleep very well. Most of the

monitors were down at the mashamba before 6a.m. They are well motivated - even though I don't hate snakes, which they keep going on at me about!

Yesterday the Labras had a visit from the co-ordination committee, which is more and more starting to run things. They had worked out the financial issue saying that the development fund should receive an amount based on the work input. From the total amount received they will pay for the food they have taken and cover the medical expenses that have arisen. They will then consider what to do with the balance which may include giving something to the people.

Organisationally, then, the situation has moved from a very weak union leadership (Homwana, basically running it on his own) to an opportunistic one, half self-appointed, formed at the beginning of this workshop to the Co-ordination Committee which is appearing stronger and stronger and is much more horizontal.

Ivan is doing what he can indirectly to help see the Co-ordination Committee as the one that continues to run things, amalgamating with some of the organisers. Two women (both illiterate) were chosen for the Co-ordination Committee - a big step forward.

Yesterday we had a visit from the local administrator. Amazingly he is illiterate and has a young fellow with him all the time taking notes. Apparently Frelimo are now taking much more attention of the traditional leadership. At Independence it was all the party.

I was very shocked to hear to-day that one of the monitors had died. He only came on the first two days and has been sick since then.

To-day we have done lots of planting down at the mashamba. I hope it is not all too overpowering. We really must get Fernando trained up so that he can be here all the time to give regular input.

To-day the ants have caught and killed a very large cockroach in my tent. We have a very amiable relationship now. They only move in in numbers if there is a reason, otherwise there's a few of them scouting around.

1/2/95 - Wednesday

Ivan and I started to have a good discussion yesterday. Unfortunately it was interrupted because I had to go off to give a "lecture". We had started off by talking about the general situation and he explained how always they get blamed for things starting too late e.g. why weren't we taught the work-plans earlier? The aim of the OW is that things should only be introduced when they will be meaningfully taken up. A need must have been created and there must be a gap that needs to be filled. The workplans would have been meaningless at the beginning of the workshop but later when people could see their value as a tool, having struggled without them, they are remembered and used.

The whole thing must be a direct learning experience. I raised the point that I did not like the way, early on in the workshop, that Ivan had made me act like the outside expert at one of the

canals, suggesting what people do. He said he felt that all along I have been too hesitant.

I tried to make the distinction between resource management and training in something like carpentry where one learns particular skills. This is where I think he is missing out, seeing all skills training falling under the same category.

I was trying to highlight a contradiction I felt - on the one hand not pushing things, letting people learn for themselves (I quoted what he had said yesterday about the important thing being for people to recognise that they can do it themselves), and on the other pushing things on them, via training. I think this contradiction can be resolved if the agricultural "training" starts with a whole PRA approach in which people do an assessment of a current situation while recognising their own skills.

Yesterday evening Homwana came around to say good-night and Ivan sat him down and told him he had phoned Ursula yesterday and she had agreed in principle to the idea of supporting a longer-term project which may include the establishment of training centre. Homwana didn't even respond to this - I thought he would be very pleased as one of his dreams is to get a training centre going here. Instead he started on about the costs of the workshop and wondering how the Union is going to be compensated for what they have spent. Ivan has not handed over the development fund money yet because the figures have not been forthcoming - how many people, days worked, daily rate etc. He explained this to Homwana who then became a little more relaxed. To-day they are going to go over expenditure step-by-step with the organisers and may do it with the whole group at the closing ceremony tomorrow - a lesson in transparency being the aim; they have often done this at previous workshops.

Yesterday evening Francisco (translator) was upset with Ivan because he (Ivan) had made changes to Francisco's report for the Memorandum. "How dare you alter my report?" was Francisco's attitude. The Labras see all this as a kind of empowerment. They also feel that people are becoming annoyed with them around, feeling that they can do things for themselves. This, they also say, is common towards the end of a workshop.

When the flies start to hassle early it's going to be a hot day.

As I sit here writing, all the participants gradually drift by for their morning cup of tea - morning greetings coming in a range of languages, Bom dia, Bzishille, Good morning, Guten Morgen. I wish I had learnt more Ronga while here - it sounds to be a mixture of Shona and Ndebele. I recognise a number of words.

Yesterday I was given the most delicious strychnos fruit - so sweet and tasty.

"The work is very stressful because it's all about social conflict whether dormant or experienced," Ivan.

All meetings happen under trees and different trees have their different types of meetings. The small cashew that Mr Jaime sits under sees a whole lot of community organising take place at his whim. He is in charge of how the tractors are used.

A thought: I think it's wrong to just come and take from a community and not give anything but the key question is "what does one give?" Perhaps the following:

- 1) A belief in themselves, their own abilities and skills.
- 2) Some ideas, possibilities, techniques etc from experiences, elsewhere (as an outsider)
- 3) A stimulant to keep innovating. The peasants will continue to be exploited unless they organise themselves. Is it not sentimental to think otherwise? i.e continuing in their same mould is not going to benefit them.

A short chat with Ivan: "Homwana is actively resistant to the whole idea of linking the money to the labour carried out. He just wants the money to cover the costs of the course and be done with it". Ivan is holding out on this issue as long as he can in order to force the issue. (Next OW I attend I must take photos at every event so that the slides can complement the whole story of the workshop - I've rather taken slides to give an overview of what the workshop is about. More detail is needed in future for training purposes. It would be very useful to give a blow by blow account of a number of different workshops in order to illustrate what happens from a number of different angles and also to emphasize how flexible they are).

Ivan's difference with Homwana is at the ideological level, also with the others. He wants to take it a step beyond this, making people aware. It then moves onto a political level and if there is still a difference it becomes a political difference and has to be resolved one way or another.

I discussed with Ivan the possibility of their linking with us (PELUM). We have regional linkages and could for example bring someone from Kenya or Tanzania to experience one of these workshops and from there plan to hold one in the country from which the person has come. I told him (what I've probably mentioned a few times in this diary) that I think the OW provides a context for a number of other approaches. In fact, I'm beginning to think that one of the best ways we in PELUM could train others is on-the-job, out in the field, working within one of these OWs. PRA can happen, so can Permaculture, so can grazing planning, so can development of appropriate training materials, use of drama etc etc. I have really missed having more of a team to work with. The lecture yesterday for example, could have been much more lively with better teaching aids if there had been a team working on it.

The monitors' group spent the early part of the morning getting ready to show the big group around the demonstration plot. We put cards everywhere to indicate crop mixes, various soil preparation methods, the different zones etc. I then took them on a tour through the garden and they then broke into pairs, one of whom took the other around sharing all the various aspects and then vice versa. I then pretended I was one of the big group and asked them a whole lot of questions. They were good at answering them. I put a lot of effort into this preparation having realised the need for it from the scoring exercise. I hope it goes well this afternoon - 200 people through the small plot!

When I went up for breakfast there was a meeting of organisers, rather tense, all to do with

the money. Ivan started off by saying: "We are not donors, we're trainers. We think that it is very important that the participants' enterprise calculates the work done, thus giving a value to it. A lot of the workshop is about money and management of money. At the beginning of the workshop all the chancers (lumpens) were trying to rip off - kitchen taking food, directors bullshitting numbers on the canals etc. The OW purposefully creates the possibility for this to happen so that it can be dealt with in the workshop. How to deal with the enemy within."

Anyway, it was decided to go ahead and calculate the Development fund based on the figures up until the end of last week.

Together with all the organisers the additions were done for each canal and for the construction.

The total came to	3 172 000
	+ 1 850 000
	-----
T O T A L	5 022 000 metacais
	=====

The total amount owed to the Union for the food taken by the participants enterprise was 6 283 000

This left a debt of - 1 262 000

Ivan agreed that the course Directors could cover that cost as well as contributing 3 810 000 to the participants, based on a lump payment of 15 000 metacais per participant. Homwana pushed for this because he had promised a small token for everyone. (That's how he dealt with the strike problem). And so the financial issue was resolved.

Late in the morning all organisers went to have a meeting with the Co-ordination Committee. Homwana started off by reading out the letter from some of the Co-ordinators requesting the meeting. And then he started to talk about the whole problem of the young people but was interrupted by someone saying that that wasn't the issue. What they wanted to know was what was going to happen to the participants' enterprise after the workshop.

Ivan started on a roundabout suggestion, talking of how the main problem everywhere is lack of employment and that we trainers cannot give employment. "We can only give training. The employment will come from within the farmers of Munguine."

And so on. One of the Co-ordinators then brought it more to the point: "What happens to the participants enterprise after tomorrow?" Ivan: "My opinion is to respect the organisations that already exist. Co-ordinator "In other words it's only an organisation for this course".

I think some people were worried about the participants organisation continuing and threatening the existing structure - perhaps there had been murmurings of this amongst the participants. Was Ivan stepping down? was what went through my mind.

Ivan went on: "The aim of the course was to show you how a good organisation can function". He then drew on the ground small circles to represent the different sectors, one larger circle to represent the Co-ordination meeting and a large oval at the top to represent the people and said "This structure can be used for any organisation. It is a structure for getting good results. It can be used for the Union as a whole or for each individual Association or Co-operative. This Participants enterprise has been for the course only but the momentum needs to be kept up. That's what I hope."

Homwana came in and repeated that this enterprise was for the workshop only. (It must be different where no organisation existed before because the Labras have talked about enterprises created at workshops that have kept going).

The President of the participants' enterprise rounded things off by saying that we must respect the structure drawn on the ground and go and talk to the people. The meeting ended with an explanation of the finances.

I finished off the morning with the monitors, talking about what will happen to the monitors group in future. They agreed that they would meet the first Tuesday of every month to discuss how things are going and to share experiences and ideas. I then handed out seed. As I thought, they were not that enthusiastic about the non-food plants. I wonder if it was wise to use them. But then some people might start using them and in 10 years time they are a part of the fertilisation process here.

I really should have made a comprehensive preliminary visit here (one week at least) to get a good idea of what is being done in order to plan the training. That is where the PRA comes in again.

I've just returned from the tour of the demonstration plot. It was quite a thing orchestrating the gradual movement of 200 people through the machamba. I should have paid more attention to the whole issue of where the monitors stood while they talked and should have emphasized the need for them to talk slowly and loudly. Some of them talked with their backs to the members of their group. 20 in a group was too many. 10 would have been much better. Also it was too hurried. We needed a whole day for it. Physical demonstration should have been carried out at each place. I spent most of my time orchestrating the different groups, saying when the next one could come on, getting them to stand where they could hear etc.

Despite everything, it went well. Most of the monitors were enthusiastic in their explanations and quite clear. It was a good sight to see 200 people being taken around - a hive of explanation going on in the machamba. It was well worth doing and again emphasized the potential of OWs to reach a large number of people and not just a handful.

It's has been very good to be here all this time and really experience the type of life people are living, the struggles of day-to-day, the way they handle it all, keep going, keep laughing, real survivors. The OW certainly keeps one in touch in a concrete way!

Night: After supper Francisco (translator) had a long rave to me. My Portuguese is definitely getting better as I understood quite a bit. One thing he complained about was being treated as a child, referring to Isabel and Ivan I think. Is their approach too patronising? I think it may have touches of that. The OW itself certainly does not need to. And this is where a PRA approach would help.

Homwana also had a chat with me, saying that he thought the agricultural training went very well - the only problem was with the money issue. I am sure he blames Ivan for muddling things as regards the money. And now he feels he has sorted out Ivan's mess. And, in a way, he has missed the point. Fernando told me that Homwana told all participants that the Union, instead of taking the money for the food, has decided to divide it all amongst the participants, 20 000 meticais each. "Everyone is happy now". The big father has handed out the money. I very much wonder if this is a satisfactory ending. Nevertheless, though, I think many lessons have been learnt.

2/2/95

The day of the closing ceremony. Thick clouds overhead, a slightly melancholic feeling at this hour. What has been achieved? What dynamic has been established? Where will it lead to? Everyone in their best clothes, I feel rather shabby as I didn't bring any bests. It was a hot steamy night.

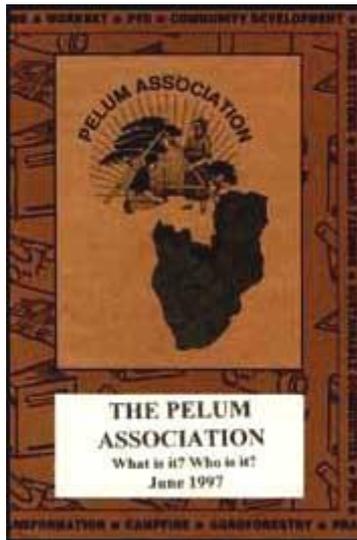
A lot of people here have taken up the Portuguese style of greeting, kissing each other on both cheeks; also eating salads. It's great to meet some rural people who eat salad!!

I was down at the machamba for a while, watering with 5 of the monitors, planted some Zimbabwe seca seca (sesbania). I also managed to take photos of the different activities we had carried out. I still worry whether the machamba will be looked after properly. It will be a test for Fernando. Up top the melancholy is gradually becoming excitement. The cow has been slaughtered and is being axed into pieces.

Now the closing ceremony is in full force and I realise we should have developed another drama for the monitors to do. It is a powerful moment to say something. The monitors did include their pest control play in the programme, much improved this time, especially Raimundo as the city slicker.

The dances and singing were rich, the chanting quite different to anything in Zimbabwe. 240 certificates to hand out, takes a long time.

And so that's the end of my first experience of an OW. I am back in Maputo now for the night before flying back to Harare tomorrow, via Joburg. Reading through the papers of the Labras I realise that quite a lot of what is meant to come up in an OW did not come up at Munguine e.g the Organisers conducting a meeting in front of the participants. I think the Munguine process was slow. It seemed to get bogged down towards the end of week 2. Also, no minutes of organisers' meetings were typed and presented.



ZIMBABWE

## MOZAMBIQUE

1990's

**Field & Course O.W.s & SIPGER**



1. 1991 Polana Canizo **Field O.W.**: held in one of the poorest townships of Maputo, with majority women participation
2. First Maputo 1991 **COURSE O.W.**
  - 40 TDE's trained
  - 'ECOMAL' Coop. & Fishing Coop a.o. resulted
3. 1992-1995: "SECOND WAVE": Matzino, Munguine, Boroma and Nhambala **FIELD O.W.s**

(see "A Future" p 96-108 for more details)